

# **ADMINISTRATIVE HANDBOOK**

## **OREGON CHAPTER AMERICAN FISHERIES SOCIETY**

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**OREGON CHAPTER AMERICAN FISHERIES SOCIETY  
ADMINISTRATIVE HANDBOOK  
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## **I. OREGON CHAPTER MISSION STATEMENT**

The mission of the Oregon Chapter of the American Fisheries Society is to:

“Improve the conservation and sustainability of Oregon fishery resources and their aquatic ecosystems for long-term public benefit by advancing science, education, and public discourse concerning fisheries and aquatic science and by promoting the development of fisheries professionals.”

## **II. FOREWARD**

This handbook originated with the Executive Committee (ExCom) and is designed to help officers and committee chairs (especially new ones) understand their roles and responsibilities, and also provides suggestions and tools to make the most efficient use of your valuable volunteer hours. The goal is to maintain a vibrant, active, sustainable chapter, while spreading the workload such that serving the chapter is a desirable, useful, and rewarding experience.

The handbook is in no way meant to stifle anyone's initiative or prescribe a set of inflexible "cookbook" directions. Instead, it should be considered as a set of guidelines that will help us all do a better and more efficient job of running our Chapter and serving our profession.

## **III. PURPOSE OF ADMINISTRATIVE HANDBOOK**

This handbook has been prepared as a reference source for officers and committee chairs of the Chapter so their respective roles will be more clearly defined.

Specifically the handbook states:

- A. The duties and responsibilities of officers and committees as prescribed in the Bylaws of the Chapter.
- B. The additional duties, responsibilities, and recommendations of the ExCom and appropriate committee chairs.

## **IV. SERVICES PROVIDED TO MEMBERSHIP**

1. Annual Meeting – the Chapter’s single largest, most expensive, most profitable, and most important event. It usually serves as the largest gathering of fishery professionals in the region, with exceptional opportunities for technical information exchange, education, networking, career advancement, improvement of resource conservation, and mentoring. Most ExCom members will spend most of their time planning, executing, and following through from this event. The format, content, and nature of the Annual Meeting is documented well in the most recent Annual Meeting programs, reports, website pages, budgets, working lists (e.g. sponsors, donors, trade show vendors, volunteers, etc.), and in the Annual Meeting Handbook, updated 2016 (in review).
2. Website – for posting information and opportunities (<http://orafs.org/>).
3. Newsletter – Piscatorial Press, published quarterly, with announcements and content for and about members and fisheries.
4. Listserv – for timely communication of news and opportunities.

5. Facebook – to keep members connected with the Chapter and other members (<https://www.facebook.com/ORChapterAFS>).
6. Twitter – to keep members informed real time of Chapter activities (<https://twitter.com/OregonAFS>).
7. LinkedIn – to connect with other chapter members and fisheries biologists.
8. Opportunity – to be an active member of one of the largest and most outstanding chapters in the nation.
9. Consistency – via succession planning and active recruitment of future leaders.
10. Also, associated services of Western Division (e.g. *Tributary* newsletter) and AFS (e.g. *Fisheries* magazine, journals).

## **V. REIMBURSABLE EXPENSES**

It is the policy of the Chapter to pay for a member’s or volunteer’s expenses in pursuit of Chapter activities that are pre-authorized by the ExCom. Reimbursable expenses may include items such as supplies, postage, phone calls, lodging, meeting registration, and travel. To receive reimbursement the following steps must be taken:

1. A list of expenses and receipts must be compiled in a reimbursement form template provided by the treasurer.
2. Receipts must be scanned and attached to the spreadsheet.
3. The entire package is then sent directly to the President for approval.
4. The Treasurer shall pay expense claims only after receiving approval from the President.

The President has the authority to request additional information on specific items or reject an expense claim if the costs are not reasonable for the location or venue, appropriate to the work undertaken, or do not further the mission of the Chapter. Mileage will be reimbursed at the current rate set by the U.S. General Services Administration (GSA), and per diem expenses should be within allowable GSA rates unless otherwise justified.

## **VI. DUTIES OF EXECUTIVE COMMITTEE (EXCOM) OFFICERS**

### **A. GENERAL DUTIES OF OFFICERS**

Officers must meet membership eligibility requirements as described in Section 2, “Membership”, of the Chapter Bylaws.

The Chapter’s ExCom officers are President, President-Elect, Past President, Vice President, Secretary, Treasurer, Internal Director, External Director and Student Representative. Officers are elected at the annual meetings except that the President-Elect succeeds to the office of President upon completion of the term as President-Elect and the President succeeds to the office of Past President. The Treasurer’s term will be for 2 years. The Student Representative is elected at a time and in a manner decided by the approved student subunit(s) of the Chapter. The Oregon State University Student Subunit is the only student subunit currently approved and Student Subunit members elect the Student Representative at a spring meeting.

Transition among officers is very important for continuity of Chapter business. Generally, this should occur during an in-person retreat in April or May (or within the first month of the

transition date). Officers-elect are encouraged to attend the ExCom meetings and coordinate with their predecessors prior to assuming office.

The Chapter officers are responsible for recruiting and appointing committee chairs listed under the duties of each officer. In the event they are unable to recruit a chair, the Chapter officer responsible for that committee is responsible for chairing that committee.

In addition to those specific duties identified below, there are a host of more mundane tasks that are shared amongst ExCom based on location, time, availability, and desire. These include preparing drafts of letters, filing and archiving of annual meeting files, and maintaining a complete set of electronic files relevant to the position occupied.

## **B. PRESIDENT**

1. Is the public face of the Chapter and is responsible for overall operation and effectiveness of the Chapter including presiding at each ExCom meeting. The President shall also provide a functional phone number through which the Chapter may be contacted. The President is the only member of ExCom besides the Treasurer who has the authority to disburse funds as authorized by the ExCom.
2. Provides oversight for the operations of the annual meeting including: (1) Presides at the annual meeting; (2) Presides at the business meeting; and (3) Solicits sponsorships and other support for the annual meeting, including donation of printing services for the program.
3. Serves on the Western Division ExCom. This involvement with the Western Division should begin with the Western Division meeting immediately prior to assuming the Presidency and includes monthly conference calls and at least one in-person retreat.
4. Holds a non-voting spot on the Society's Governing Board and represents the Oregon Chapter to the Society at the AFS Annual Meeting, including the Governing Board meeting at the AFS Annual Meeting, and in other situations as required.
5. Immediately after the transition of officers, notifies the Society and Western Division of names and addresses of elected Chapter officers.
6. Appoints committees and their chairs not covered in Section 5 of the Chapter Bylaws, and ensures that Internal and External Directors appoint committee chairs under their respective authorities.
7. Manages adherence to the Chapter budget, work plan, and schedule.
8. With Past President, prepares and submits (after ExCom review) the "Outstanding Chapter of the Year" Application to Western Division by mid-January. If selected by Western Division as the Outstanding Chapter in the Western Division, Western Division will forward the application to the AFS Awards Committee for consideration for the AFS "Outstanding Chapter of the Year Award." The application will need to be modified by the Chapter to reflect a differing time period of Chapter activities. The AFS application is to be submitted by April 1.
9. Arranges a 1-2 day ExCom transition and planning retreat during April or May (or within the first month of officer transitions).

10. Writes the "President's Corner" for the newsletter.
11. After ExCom approval, signs official comments and letters to outside entities (may be delegated in the case of potential conflict of interest).
12. Signs contracts on behalf of the Chapter, including the facilities agreement for the annual meeting (usually 2 years in the future).
13. Ensures that Chapter mailbox is checked weekly and all correspondence is properly handled.
14. Performs other duties as authorized and necessary.
15. Works with Membership Coordinator at the National AFS office for quarterly updates to the Oregon Chapter and Oregon address mailing lists. Maintains the distribution lists for use in member-specific communications.

**C. PRESIDENT-ELECT**

1. Assumes the duties of the President in the event of the President's absence or inability to act.
2. Recruits and chairs the Annual Meeting Program Committee (which includes session conveners and other chairs) and is responsible for developing the program for the annual meeting.
3. Responsible for preparing and printing the initial and final drafts of the annual meeting program, and for developing and maintaining the annual meeting website and abstracts of presentations in coordination with the webmaster.
4. Prepares announcements in advance of and an article after the annual meeting for the *Piscatorial Press*, *Tributary*, and *Fisheries* with assistance from the Newsletter Editor.
5. Coordinates closely with the Internal Director regarding meeting facilities and logistics.
6. Prepares a proposed Chapter budget and work plan for the upcoming year (May 1 through April 30) for ExCom review in March-April and approval prior to May 1.
7. Assumes the Presidency during the second term on the ExCom.

**D. VICE PRESIDENT**

1. Assumes the duties of the President-Elect in the event that office is vacated prior to completion of the term.
2. Serves for a term of one year, irrespective of any changes in the status of the President-Elect. (See Oregon Chapter Bylaws – Section 5 “Duties of Officers”)
3. Chairs the Resolutions and Bylaws Committee.
4. Oversees the student subunit(s) and attends at least one of their monthly meetings on

behalf of the Chapter during the school year.

5. Obtains chair for and oversees the Student Paper and Poster Awards Committee.
6. Obtains chair for and oversees the Raffle and Auction Committee for the annual meeting.
7. Obtains chair for and oversees the Annual Meeting Volunteers Committee which recruits and assigns volunteers from the student subunits and other sources as needed to help conduct the annual meeting.
8. Undertakes special projects as assigned by the ExCom.

**E. PAST PRESIDENT**

1. Mentors other officers and promotes consistency in ExCom and Chapter activities, including improvements where needed. Provides this handbook to all incoming officers and ensures their familiarity with their roles.
2. Chairs the Nominating Committee and recruits at least one viable and available candidate for each ExCom position.
3. With President, prepares and submits (after ExCom review) the “Outstanding Chapter of the Year” Application to Western Division by mid-January. If selected by Western Division as the Outstanding Chapter in the Western Division, Western Division will forward the application to the AFS Awards Committee for consideration for the AFS “Outstanding Chapter of the Year Award.” The application will need to be modified by the Chapter to reflect a differing time period of Chapter activities. The AFS application is to be submitted by April 1.
4. Obtains chair for (or chairs) and oversees Vendor / Trade Show program for the annual meeting.
5. Obtains Newsletter Editor and oversees timely production of and content within the *Piscatorial Press*.
6. Undertakes special projects requiring ExCom experience at the request of the ExCom.
7. Serves as a member of the Financial Sustainability Committee to help maintain consistency in the committee, ensure adherence to the Financial Sustainability Plan and Investment Policy.

**F. SECRETARY**

1. Serves as a member of the ExCom, keeps the official records of the Chapter.
2. Within one month of taking office, arranges a transition meeting with the outgoing Secretary to obtain files and review procedures.
3. Takes minutes at all ExCom and annual meetings, and distributes draft minutes to all



Chapter officers at least one week prior to the next ExCom meeting. Distributes annual business meeting minutes at the next year's annual meeting for membership approval.

4. Assists Treasurer with registration management for/at the annual meeting.
5. Maintains and updates listserv, website, membership information, and social media accounts. Responsible for acquiring and reviewing monthly membership updates provided by AFS to Chapter.
6. Responsible for providing periodic social media updates, as necessary, pertaining to Chapter events.
7. Responsible for maintaining Google Drive account which is to be used for the orderly storage of Chapter information. Current ExCom officers are to be provided access to the Google Drive account. The Secretary is to coordinate information transfer with outgoing ExCom officers to ensure appropriate records are uploaded to Google Drive account. At the end of the Secretary's term, a copy of the Google Drive account is to be downloaded to a thumb drive or other appropriate portable storage device, labeled, and delivered to the Chapter's archive at the OSU library.

#### **G. TREASURER**

1. Serves as a member of the ExCom, collects and banks any funds allotted to the Chapter, and disburses funds as authorized by the ExCom.
2. The term for this position is two years. Within one month of taking office, arranges a transition meeting with the outgoing Treasurer to obtain files, review procedures, and transfer account authority of the Chapter's banking and investment accounts.
3. Maintains up-to-date and accurate financial records of all transactions and gives detailed financial status reports at each ExCom meeting.
4. Ensures preparation and timely filing of the annual tax returns.
5. Prepares the financial summary of the annual meeting for distribution at the spring ExCom planning meeting.
6. Manages the registration and fee collections for the annual meeting. The fee assessed will be higher for non-members of the Society than for members and higher for late registrants than for pre-registrants. The fee structure will be established by the ExCom about four months prior to the meeting date.
7. Oversees all other financial transactions related to the annual meeting and Chapter business.
8. Prepares an annual Chapter financial statement for distribution at the Chapter annual business meeting for approval by the membership. Forwards a copy of the annual Chapter financial statement to the Society as per the requirements.
9. Process and record sales of proceedings, t-shirts, posters, and other Chapter products. Process and record donations to the Chapter.

10. Serves as a member of the Financial Sustainability Committee. Responsible for reporting any changes in investments or transfer of funds consistent with the Financial Sustainability Plan and Investment Policy and present annual portfolio performance to ExCom.

#### **H. INTERNAL DIRECTOR**

1. Serves as a member of the ExCom.
2. Recruits and/or appoints the Historian.
3. Recruits and appoints the chairs of the Awards Committee and the Scholarships Committee. Serves as a member of these committees and ensures that the chairs are performing as necessary.
4. Chairs the Arrangements Committee in charge of arrangements for the annual meeting and other Chapter and ExCom events.
5. Manages all logistics during the annual meeting such as room setup, audiovisual equipment, breaks, event scheduling, meals, and is the contact person for all logistics and coordination with the facility manager.
6. Reviews billings for facilities and events prior to payment, and assists the Treasurer with preparation of the financial summary of the annual meeting.

#### **I. EXTERNAL DIRECTOR**

1. Serves as a member of the ExCom.
2. Oversees and motivates all external committees which include: Legislative, Freshwater Habitat, Marine Habitat and Ecology, Education and Outreach, Natural Production, Fish Culture, and Native Fish.
3. Seeks and appoints External Committee chairs. Only AFS members may serve as Committee Chairs (Bylaws Section 2 “Membership”).
4. Exercises fiscal responsibility over the external committees including overseeing their development of work plans (due in early summer after new committee chairs start May 1) and budgets (due before the spring ExCom planning meeting or retreat).
5. Maintains a list of members interested in serving on committees and in supporting roles.
6. Monitors or designates a single person to monitor use of Chapter social media accounts by others. Reviews people’s requests to post to Chapter social media accounts as a representative of the Chapter and presents them to ExCom for consideration and approval.
7. Writes an External Director's report for each issue of the *Piscatorial Press* and encourages Committee Chairs to also provide relevant and timely content.
8. Coordinates and approves (with President) all information to be posted on the Chapter

website by the Chapter Webmaster.

**J. STUDENT REPRESENTATIVE**

1. Serves as a member of the ExCom, with full voting privileges, but is not counted as part of the quorum (see Bylaws – Section 9 – Voting and Quorum).
2. Assists with annual meeting arrangements, especially student coordination and assistance.
3. Serves as a liaison between the Chapter and the approved student subunit(s) of the Chapter.
4. Represents the Student Subunit at the Western Division Student Colloquium. Funding to attend is provided by the Chapter.
5. Submits a budget proposal to ExCom for annual Student Subunit funding by the end of October or by a date determined by the ExCom.
6. Submits an annual report to the ExCom summarizing the activities of the Student Subunit(s) and describing how any funds granted from the Chapter were used. Adapts this report as an article for publication in the summer issue of the *Piscatorial Press*.
7. Submits articles to the *Piscatorial Press* throughout the year publicizing subunit events and highlighting activities.
8. Undertakes special projects at the request of the ExCom.

**K. EXECUTIVE COMMITTEE**

1. Approves all expenditures, position statements, document reviews, meeting places, arrangements, programs, and any other actions requiring official sanction of the Chapter, including resolutions and bylaw changes to be voted on by Chapter membership.
2. Develops recommendations to guide the incoming President.
3. Reviews and updates (as needed) the Administrative Handbook between February and April of each year.
4. Establishes the time and place for the annual meeting.
5. Establishes the registration fee structure for the annual meeting.
6. Meets or confers monthly or as determined by the ExCom. In-person meetings or retreats are suggested for April-May (budget and work plan emphasis) and September-October (annual meeting planning emphasis).
7. Approves an annual budget and work plan by May 1 for the upcoming fiscal year May 1–April 30.
8. Prepares articles for the newsletter and content for the website as appropriate.

9. Approves investments and transfers of funds suggested by the Financial Sustainability Committee.

## **VII. DUTIES OF COMMITTEES**

### **A. GENERAL DUTIES OF ALL COMMITTEES**

Membership on committees is open to both AFS members and non-members alike; however, only current AFS members that are also current Oregon Chapter members may serve as committee chairs.

Committees in the Chapter are grouped into two broad categories, Internal and External Committees.

Internal Committees are those responsible for the internal relationships of the Chapter and Society and include Arrangements, Awards, Scholarships, Nominating, Resolutions and Bylaws, Student Paper and Poster Awards, Raffle and Auction, Annual Meeting Volunteers, Historian, and Investments.

External Committees address fishery issues external to Chapter operations, usually at the request of the ExCom, and provide relevant research and responses to ExCom for potential use in communication with external entities (legislative bodies, agencies, NGOs, media, etc.). External Committees include: Education and Outreach, Fish Culture, Freshwater Habitat, Legislative, Marine Habitat and Ecology, Natural Production, and Native Fish.

The terms of office for members of Chapter committees shall end upon the discharge of the duties for which they were appointed, or May 1, whichever comes first, except that the chair of the Legislative Committee shall have a 2-year term of office. All Committee Chairs are allowed to serve multiple years with ExCom approval.

1. Each committee is authorized to spend up to \$30 per year without advance approval of the ExCom. Expenses over \$30 but less than \$100 shall be approved by the External Director and reported to ExCom, expenses over \$100 must be approved by the ExCom before they are incurred.
2. Each Committee Chair will be responsible for keeping the respective External or Internal Director, or appropriate ExCom officer, informed of committee activities and will provide him or her with a copy of the minutes of each committee meeting.
3. Each External Committee Chair will be responsible for working with respective committee members to develop an annual work plan (except the Legislative Committee which has a 2 year work plan) that is due to External Director in early summer.
4. Committee Chairs will recruit members to their respective committees as soon as possible after they take office and so notify their respective Director. Suggested size is 3-10 members.
5. Committee records and information will be transmitted to the External Director complete and in good order as soon as a committee chair retires from the position.

## **B. INTERNAL COMMITTEES ASSIGNED TO INTERNAL DIRECTOR**

### **1. Arrangements Committee**

The Arrangements Committee is chaired by the Internal Director, who is responsible for making all arrangements for the annual meeting exclusive of the annual program. Duties of the Chair and Committee include:

- a. Presenting time and place options for the annual meeting for approval by the ExCom.
- b. Planning all logistics of the annual meeting such as room setup, audiovisual equipment, breaks, event scheduling, meals, lodging, registration, sales, trade show, and any other needed facilities and equipment.
- c. Obtaining prior approval from ExCom before making annual meeting financial commitments.

### **2. Historian**

The Historian shall be recruited and appointed by the Internal Director, and serves for a minimum of 2 years. The Historian may appoint members to assist him or her. Historian duties include:

- a. Maintaining records of the Chapter that are not in active use by committees or officers.
- b. Submitting to the Internal Director prior to each annual meeting a summary of those records compiled during the past year.
- c. Preparing as appropriate a display of archival items for the annual meeting.
- d. Maintaining running lists of Chapter officers, committee chairs, and award winners.
- e. Providing above lists and other pertinent material to the President for upload to archive section of website.
- f. Insures appropriate materials are archived with Oregon State University

### **3. Awards Committee**

The Awards Committee is responsible for seeking and nominating worthy candidates for each Chapter professional award: Lifetime Achievement Award, Fishery Worker of the Year, Fishery Team of the Year, Bill Wingfield Memorial Award in Fish Culture, Award of Merit, and the Broken Oar Award.

The Awards Committee chair shall be recruited and appointed (or reappointed) by the Internal Director by the spring ExCom planning meeting or retreat. Recommendations from the existing committee will be given priority.

- a. The Awards Chair establishes a late-December deadline for nominations, and solicits nominations in the summer and fall issues of the *Piscatorial Press* newsletter, via listserv

announcements, and appropriate social media. Nominations may also be solicited from state, federal, and tribal fisheries agencies, as well as colleges, universities, and other fishery organizations.

- b. The Awards Chair recruits members of the committee. The Awards Committee should consist of the Awards Chair, the Internal Director, a Past-President, and other members as determined by the Awards Chair, to include a broad scope of fishery disciplines and agencies.
- c. Nominations will be sent to the Awards Chair and distributed to committee members prior to the selection meeting. The committee should select winners by early January so that winners can be notified prior to the registration deadline for the Annual Meeting so as to not incur late registration fees. Any committee member who nominated a candidate shall abstain from all discussions relating to selection of a winner for that particular award.
- d. The Awards Chair forwards the names of the winners to the Internal Director and President at least 6 weeks prior to the annual meeting.
- e. There is no limit to the number of Merit Awards presented. Lifetime Achievement Award may be presented to one individual in any given year. Fishery Worker and Fishery Team of the Year may be presented to one or more individuals if each is determined by the committee to meet the criteria. Fishery Worker and Fishery Team of the Year may both be presented in any given year. All awards are discretionary and it is not mandatory that any of the awards be presented in any given year.
- f. Work done toward meeting the award criteria need not be conducted in Oregon.
- g. Nominators of Fishery Worker and Fishery Team of the Year whose nominees are not selected will be given the option of having their nominee judged for an Award of Merit. Nominators whose nominees are not selected will receive notification and comments about strengthening the nomination for future resubmission.
- h. The Awards Chair procures appropriate awards in collaboration with the Internal Director and presents them at the annual meeting (Awards Lunch), or delegates someone else to present the awards.
- i. The Awards Committee maintains application materials and criteria to assure fair and impartial selection among candidates, and submits any proposed changes to the ExCom for approval.
- j. The Awards Chair distributes appropriate publicity material regarding award winners following the annual meeting to local, regional, and national media, including: the *Piscatorial Press*, *Fisheries* (AFS), *The Tributary* (Western Division), and appropriate local and regional news outlets.
- k. The Awards Chair works with the Historian to update the list of winners for submission to the President for posting on the website.

#### **4. Scholarship Committee**

The Scholarship Committee is responsible for soliciting, collecting, and reviewing

applications for the Chapter's student scholarships (community college, B.S. M.S., Ph.D, and Carl Bond). The dollar amount awarded, type, and number of scholarships will be determined each year as part of the annual work plan and budget approved by ExCom. The goal of these scholarships is to further the objectives of the Chapter by rewarding and promoting the educational and development of future fisheries professionals. Scholarships will be formally awarded at the annual meeting. Currently winners receive a \$2,000 scholarship except that the Carl Bond award has been \$5,000.

- a. The Scholarship Committee Chair recruits judges for the committee.
- b. The Scholarship Committee maintains application forms, guidelines, criteria, and an objective score sheet for each scholarship to be awarded.
- c. The Committee Chair advertises the scholarships in the Piscatorial Press, website, and at Oregon's community colleges and universities.
- d. The Committee Chair coordinates judging of student applications, and with the Committee selects winners in early January. Winners are notified at least two weeks prior to the registration deadline for the meeting so as to not incur late registration fees.
- e. The Committee Chair works with the Internal Director prior to the annual meeting to prepare awards for the student winners.
- f. The Committee Chair presents scholarship awards to student winners at the annual meeting (Awards Lunch) or delegates someone else to present the awards.

## **C. INTERNAL COMMITTEES ASSIGNED TO OTHER EXCOM OFFICERS**

### **1. Nominating Committee**

The Nominating Committee is responsible for selecting and confirming a list of viable and available candidates for ExCom offices to present for election at the annual meeting.

- a. Chaired by the Past-President.
- b. The Chair will strive to include long-term Chapter members and past officers of the Chapter when appointing committee members.
- c. The committee seeks out the best-qualified members for election to the offices of President-Elect, Vice President, Secretary, Treasurer, Internal Director, and External Director.
- d. Candidates presented for election to office should be selected in such a manner that:
  1. No agency, institution, or locale is favored over another in choice of candidates or how the voting arrangements are made.
  2. Each candidate is made fully aware of the duties, obligations, time required, and commitment to the position.
  3. Each candidate has the permission of his or her employer, prior to the committee submitting his name for office.
  4. Assures candidates are AFS and Oregon Chapter AFS members.

- e. Compiles and submits a list of candidates and candidate statements by the winter *Piscatorial Press* newsletter deadline for publication (December 15).
- f. Oversees development of an appropriate ballot, ballot collection, and counting of ballots during the annual meeting; or appropriate e-vote if approved by ExCom.

## **2. Resolutions and Bylaws Committee**

The Resolutions and Bylaws Committee is responsible for the presentation of all resolutions and proposed changes in the Bylaws at the annual meeting. Resolutions will be dealt with through establishment of ad hoc committees. Bylaws will be dealt with annually by the incoming officers.

- a. Chaired by Vice President.
- b. Establishes a deadline date in mid-November for submitting resolutions.
- c. Solicits resolutions by announcement in the summer and fall newsletters.
- d. Works with the Society at least 3 months prior to the annual meeting to assure proposed amendments to Bylaws meet Society standards.
- e. Presents drafts of resolutions and proposed bylaw amendments to ExCom early in the process and recommends whether ExCom should put final versions of resolutions and proposed bylaw amendments before the Chapter members for a vote at the annual meeting.
- f. Assures all ExCom approved resolutions and proposed amendments to the Bylaws are in acceptable format for presentation at the annual meeting.
- g. Submits ExCom-approved resolutions and proposed Bylaw changes to the *Piscatorial Press* by the winter newsletter deadline.
- h. Ensures that all resolutions and proposed amendments to the Bylaws are in conformity with the constitution of the Society, Bylaws of the Chapter, and the Guidelines for Public Statements and Reviews.
- i. Following the annual meeting, provides copies of all resolutions and actions taken to the Secretary of the Chapter and to the Resolution Chairs of the Western Division and Society. All amendments to the Bylaws approved by the Chapter need to be sent to the Western Division for approval after which they are sent to the Society's Constitutional Consultant for presentation to the Governing Board for their review and approval. Only after approval by the Governing Board do they take effect.

## **3. Student Paper and Poster Awards Committee**

The Student Paper and Poster Awards Committee is responsible for determining the best oral and poster presentation(s) by student(s) at the annual meeting. Awards will be framed certificates and presented to the winner and first runner-up for the Best Student Technical Paper and Best Student Poster presentations, including co-authors. Awards will



be presented at the annual meeting (Banquet).

- a. The Vice President recruits and appoints the Student Awards Chair at least 3 months prior to the annual meeting.
- b. The Committee Chair recruits judges, such that three judges independently review and score each student's presentation.
- c. The Committee Chair develops an objective score sheet for all judges.
- d. The Annual Meeting Program Chair (President-Elect) works with the Student Awards Chair to have all student poster presentations judged during the first evening of the annual meeting, during the Poster Session Social, and all student oral presentations scheduled and judged by noon prior to the annual meeting banquet.
- e. The Committee Chair uses the score sheet to determine winner and first runner-up for best oral and poster presentation.
- f. The Committee Chair gets certificates printed and framed prior to the annual meeting banquet.
- g. The President presents student awards to student winners and first-runner ups at the annual meeting banquet.

#### **4. Raffle and Auction Committee**

The Raffle and Auction Committee is responsible for organizing the raffle, and the silent and oral auctions held at the Oregon Chapter Annual Meeting and possibly other events. This is one of the Chapter's major annual fundraisers.

- a. The Vice President recruits and appoints the Raffle and Auction Committee Chair.
- b. The Raffle and Auction Chair(s) coordinates raffle and auction activities with the Vice President, and communicates with the Internal Director/Arrangements Chair about specific on-site needs at the annual meeting such as set-up location, display areas, tables, and easels.
- c. Solicits donations for the annual meeting raffle and auction in the summer and fall issues of the *Piscatorial Press* and includes an announcement on the Chapter website. The Raffle and Auction Chair(s) sends out letters and emails of solicitations to previous donors and new potential donors.
- d. Establishes a budget for purchasing items, framing, auctioneer, etc. and secures budget approval by ExCom.
- e. Maintains a complete list of items with donor names and addresses, with donor-suggested value of donated items. Receipts and thank-you letters are to be mailed promptly after the annual meeting.
- f. Updates raffle and auction donation forms and posts them on the Chapter website.

- g. Secures an auctioneer for the oral auction items and determines additional costs including meals or lodging. Provides auctioneer with all necessary information about the auction items to help promote and increase value of the item.
- h. Determines number of volunteers needed for raffle and auction set-up, ticket sales, running, and other help, and provides this number to the Annual Meeting Volunteer Coordinator. Chairs provide ExCom with an itemized summary of the sales and proceeds before the spring planning meeting or retreat.

## **5. Annual Meeting Volunteers Committee**

The Annual Meeting Volunteers Committee recruits and assigns volunteers from the student subunits and other sources as needed to help conduct the annual meeting.

- a. The Vice President recruits and appoints the Committee Chair and asks the Student Representative of the student subunit(s) if that person will serve on the committee.
- b. The Annual Meeting Volunteers Committee Chair coordinates with the Program Committee Chair, Raffle and Auction Committee Chair, and Internal Director to determine tasks and numbers of volunteers needed before and during the annual meeting. These include such tasks as helping before the meeting, helping set up, staff, and take down registration and sales tables at the meeting, helping session conveners with AV equipment, light control, and/or time monitoring during technical sessions, helping set up and take down poster boards for the poster session, helping set up and conduct the raffle and auction, and helping conduct the “Spawning Run” (a discretionary event) at the annual meeting.
- c. Recruits volunteers from the student subunits and Oregon colleges with educational programs related to fisheries or related sciences, such as Oregon State University, University of Oregon, Portland State University, Mt. Hood Community College, and Southern Oregon University, through use of the *Piscatorial Press*, visiting student subunit meetings in the fall, and contact with key professors or other staff at these colleges. Writing volunteer recruitment articles for the *Piscatorial Press* that will precede the annual meeting by 4-6 months is a critical part of recruitment.
- d. Maintains a list of volunteers (and a back-up list) according to date of application, determines if person is eligible (will be an enrolled college student in fisheries or related sciences at the time of the annual meeting), determines each volunteer’s preferences for assignments, and attempts to assign volunteers their preferred assignments giving priority based on date of application. Assignments during the annual meeting should be approximately 4 hours (may be several assignments totaling 4 hours) and assignments prior to the meeting should be approximately 12 hours (because they will have no assignments to interfere with attendance of any part of the annual meeting).
- e. Informs volunteers that they must register (clearly selecting the “Student Volunteer” category) and pay registration for attendance at the annual meeting by the same deadlines as all registrants or risk being assessed the same late fee as other attendees.
- f. Assures that the Internal Director knows how many rooms are needed for volunteers 1-2 months before the annual meeting (separate rooms for men and women and with numbers per room within the hotel’s restrictions) and assigns volunteers to the group lodging

rooms at the meeting (with student volunteer input) in the last 2 weeks before the annual meeting.

- g. Provides the Program Committee Chair a list indicating which volunteer is assigned to each session convener to help with AV equipment and light control, if assistance is requested. Provides Raffle and Auction Committee Chair and Internal Director with lists of volunteers assigned to each for specific times and duties.
- h. Provides adequate communication with volunteers (mainly through e-mail) so that they know who they report to, when, where, and how long they are expected to serve.
- i. Maintains a volunteer sign-in sheet at the Annual Meeting registration desk, and with the help of Student Representative, makes sure students who volunteered arrive for their assigned duties on time and at the right place or finds replacements if a student volunteer does not arrive.
- j. Checks with session conveners and others to whom volunteers are assigned to make sure assignments are completed.
- k. Makes arrangements for the delivery, setup, and take down of poster boards at the annual meeting, and for the maintenance and storage of the poster boards when not in use.
- l. Contacts all volunteers with a “thank-you” note (e-mail is sufficient) in the weeks following the Annual Meeting if they satisfactorily complete their assignment.

## **6. Program Committee**

The Program Committee is responsible for developing the program and agenda for the annual meeting.

- a. Appointed and chaired by the President-Elect. The Program Committee includes ExCom officers, technical session conveners, and others recruited by the Program Chair.
- b. Discusses program theme and technical session topics at the spring ExCom planning session or retreat. Finalizes program theme to be included in the summer newsletter, and solicits additional technical session topics from the membership through the newsletter and other means.
- c. Recruits plenary speakers, symposia organizers, technical session conveners, and moderators.
- d. Establishes a suitable deadline for submitting abstracts. Submits a call for papers and posters in the summer and fall issues of the *Piscatorial Press* newsletter, and via listserv announcements and social media outlets.
- e. Compiles and edits abstracts, assigns papers to sessions, and submits names and times of student presenters to the Student Paper and Poster Awards Committee Chair.
- f. Solicits, receives, and selects abstracts of the posters for the Poster Session. Organizes physical order of posters and communicates this to the Poster Chair or person(s) setting up poster boards.

- g. The Chair provides a draft program to the Newsletter Editor by the winter *Piscatorial Press* newsletter deadline (December 15).
- h. The Chair prepares a complete program schedule at least one month before the date of the annual meeting for submittal to the printer.
- h. Provides conveners with technical session guidelines and audiovisual standards. Coordinates supply of audiovisual equipment with conveners. Coordinates with the Internal Director for additional on-site needs.

## 7. **Financial Sustainability Committee**

The goal of the Financial Sustainability Committee is to manage the ORAFS investment portfolio for long term growth at moderate risk to generate enough capital to support the annual scholarship programs. The Committee is responsible for updating ExCom on the status of holdings, and adhering to the terms stated in the Financial Sustainability Plan and Investment Policy located in the appendix of this document.

- a. The Financial Sustainability Committee will include the Treasurer and Past President. The President will appoint a Chairperson for the Financial Sustainability Committee, and may include a Chapter member outside of ExCom if necessary.
- b. Develop or maintain the five-year chapter financial strategy. Review investments quarterly and report to ExCom.
- c. Prepare a written report for presentation (by the Treasurer) to ExCom at the meeting following the end of the Fiscal Year.
- d. Evaluate ORAFS holdings in three tiers
  - I. Annual Operating Fund – a one year operating annual budget will be maintained in a primary checking account (~ 45K in 2016). This account is funded by ORAFS membership dues, rebates, donations and any net income from the annual meeting.
  - II. Second Year Reserve Operating Fund - additional funds equivalent to the annual operating budget (~ 45K) shall be invested in fixed income strategies that mature quickly and are easily transferrable, such as a high interest savings account, or short term/rotating Certificates of Deposit.
  - III. Long Term Reserve Funds – funds exceeding the second year reserve operating budget (>90K) should be transferred into the investment account. This account is managed by the Financial Sustainability Committee.
- e. May choose to retain an Investment Advisor to provide periodic review of portfolio holdings, performance, and offer suggestions on rebalancing the portfolio.
- f. Adhere to the ORAFS Investment Policy when contemplating investment options, paying special attention to prohibited investments/activities and maintaining a balanced portfolio.
- g. Give special consideration to companies and funds whose objectives are consistent with the mission of the Chapter.

- h. Responsible for updating the Oregon Chapter Investment Policy or Financial Sustainability Plan as needed.

#### **D. EXTERNAL COMMITTEES**

Committee Chairs may change annually, except for the Legislative Chair who serves a 2 year term. All External Committees can and should provide public testimony in accordance with the Guidelines for Public Statements (see Appendix). All External Committees can and should serve as technical advisors to various agencies, commissions, councils, and institutions.

Committee Chairs submit any budget requests to the External Director before the spring ExCom planning meeting or retreat.

Position papers and comments generated by the External Committees will be submitted (via email) to the External Director, who will forward them to the remainder of ExCom for review and approval. Review by ExCom shall be completed within 7 business days (unless otherwise requested by an ExCom officer) via an email response. Position papers and comments are to be signed only by the President, and shall be made available to all Chapter members by posting them on the Chapter website and announced in the *Piscatorial Press* newsletter. Position papers should also be distributed to Western Division Executive Committee and the Society.

##### **1. Legislative Committee**

The Legislative Committee is responsible for informing the Oregon Chapter membership of pending legislation related to fish, fisheries, aquatic environments, the fishery profession, and guiding Chapter activities through the legislative process. The Committee Chair or designee from each External Committee will serve as a liaison on legislative matters with the Legislative Committee. The Legislative Committee:

- a. Determines and recommends to the ExCom how to best serve the interests of aquatic ecosystems and the fishery profession through contact with our elected state and national representatives and the Governor of Oregon through his or her Natural Resources Assistant.
- b. Monitors legislative activity and informs the ExCom and External Committees about action on specific bills.
- c. Develops guidelines for "legislative procedures" to aid Chapter input in the legislative process.
- d. Prepares public statements expressing the Chapter's position regarding proposed legislation and other legislative matters affecting fish and aquatic habitats.
- e. Prepares statements and presents testimony expressing Chapter positions on proposed legislation.
- f. Works closely with the contracted Legislative Liaison (our "eyes and ears" in Salem) and helps the External Director and President manage that position (if a Liaison is under contract).
- g. Submits a written report of committee activities to the External Director every six months in November and April.

- h. Submits work plan and budget to the External Director by June 1st. The Legislative Committee Chair prepares these materials.
- i. Coordinates with other conservation-minded organizations that share a similar mission to the Chapter. Coordination promotes outreach and integration of the Chapter within the broader scientific community.

## **2. Freshwater Habitat Committee**

The Freshwater Habitat Committee is responsible for advocating for the protection and restoration of surface and ground waters in Oregon, promoting the advancement of techniques to protect and restore water bodies, documenting problems in Oregon's waters, and developing strategies for their solution. Concerns of the Freshwater Habitat Committee include physical habitat and water quality and quantity in estuarine and fresh waters. The Freshwater Habitat Committee:

- a. Encourages implementation and improvement of existing regulations and activities that protect the State's waters.
- b. Works to ensure adequate consideration of fishes by public entities whose actions affect Oregon's waters.
- c. Reviews and comments on plans, policies, criteria, and rules affecting aquatic habitats.
- d. Promotes public awareness of the importance of healthy aquatic habitats and the hazards of poor habitat conditions.
- e. Networks with similar aquatic habitat committees of the Western Division and Society.
- f. Conducts technical session at chapter annual meetings by convening and inviting relevant speakers.
- g. Conducts periodic habitat workshops at annual meetings.
- h. Submits a written report of committee activities to the External Director every six months in November and April.
- i. Submits annual work plan and budget to the External Director by June 1st. The Freshwater Habitat Committee Chair prepares these materials.

## **3. Marine Habitat and Ecology Committee**

The Marine Habitat and Ecology Committee is responsible for advocating the protection and restoration of marine environments and their inhabitants in Oregon, promoting the advancement of techniques to protect and restore marine species and habitats, documenting fisheries problems in Oregon's marine waters, and developing strategies for their solution. Its concerns include, but are not limited to: marine fisheries management, bycatch in commercial and recreational fisheries, population status of marine species and their assessment, climate-related issues, marine reserves, essential fish habitat, ocean aquaculture, and rebuilding marine fish stocks in Oregon's ocean, bays, and intertidal

areas. The Marine Habitat and Ecology Committee:

- a. Encourages implementation and improvement of existing regulations and activities that protect Oregon's natural marine environments and their inhabitants.
- b. Works to ensure adequate consideration of fishery resources by public entities whose actions affect Oregon's marine fisheries.
- c. Reviews and comments on plans, policies, criteria, and rules affecting marine species.
- d. Promotes public awareness of the importance of functional marine ecosystems and the effects of anthropogenic impacts.
- e. Acts as a liaison with similar committees of the Western Division and Society
- f. Conducts periodic marine fisheries workshops at annual meetings.
- g. Submits a written report of committee activities to the External Director every six months in November and April.
- h. Submits annual work plan and budget to the External Director by June 1st. The Marine Habitat and Ecology Committee Chair prepares these materials.
- i. Conducts technical session at chapter annual meetings by convening and inviting relevant speakers.

#### **4. Education and Outreach Committee**

The Information and Education Committee is responsible for distributing information on the Chapter, fisheries, and water resources to members, fisheries professionals, the general public, organizations, and schools. The Education and Outreach Committee:

- a. Develops and updates Chapter brochures and related publications as needed or as requested by ExCom.
- b. Develops programs and conducts workshops for K-12 educators and students that demonstrate the importance of fisheries in Oregon.
- c. Participates in educational opportunities through other organizations and agencies.
- d. Organizes training and continuing education programs.
- e. Submits a written report of committee activities to the External Director every six months in November and April.
- f. Submits annual work plan and budget to the External Director by June 1st. The Education Outreach Committee Chair prepares these materials.
- g. Conducts technical session when requested by annual meeting program chair at chapter annual meetings by convening and inviting relevant speakers.

#### **5. Natural Production Committee**

The Natural Production Committee is responsible for advocating conservation of genetic and habitat diversity to protect and restore the natural productive capacities of fishes and aquatic resources in Oregon. The Natural Production Committee:

- a. Encourages inventories and descriptions of both historic and present status of genetic and fish habitat diversity.
- b. Identifies unique and threatened species and stocks of resident and anadromous fishes, and advocates appropriate conservation and restoration measures.
- c. Identifies unique and threatened aquatic environments and habitats, and advocates appropriate conservation measures.
- d. Encourages land, water, and fish management practices that conserve or restore genetic and fish habitat diversity.
- e. Promotes public awareness of the importance of biological diversity in fishes and the hazards of declining diversity.
- f. Submits a written report of committee activities to the External Director every six months in November and April.
- g. Submits annual work plan and budget to the External Director by June 1st. The Natural Production Committee Chair prepares these materials.
- h. Conducts technical session at chapter annual meetings by convening and inviting relevant speakers.

## **6. Fish Culture Committee**

The Fish Culture Committee is responsible for promoting advancements in fish culture techniques that protect the biodiversity of native fishes, the exchange of ideas among fish culturists, and public knowledge about fish culture in Oregon. The Fish Culture Committee:

- a. Promotes the exchange of information on progressive techniques of fish culture through the *Piscatorial Press* newsletter, and Chapter meetings and workshops.
- b. Promotes excellence in fish culture practices through identifying candidates for the Bill Wingfield Memorial Award.
- c. Promotes public knowledge about innovative fish culture.
- d. Submits a written report of committee activities to the External Director every six months in November and April.
- e. Submits annual work plan and budget to the External Director by June 1st. The Fish Culture Committee Chair prepares these materials.
- f. Conducts technical session at chapter annual meetings by convening and inviting relevant



speakers.

## **7. Native Fish Committee**

The Native Fish Committee is responsible for promoting the conservation of Oregon's native fish through education and outreach activities, public recognition of outstanding work towards native fish conservation, and serving as an outlet for the discussion and dissemination of information pertinent to Oregon's native fish. The Native Fish Committee:

- a. Educates biologists, Chapter members, and other interested parties on the biology, habitat requirements, status, and threats/impacts to Oregon's native fish.
- b. Enhances the understanding and conservation of Oregon's non-game native fish.
- c. Publicly acknowledge individuals or groups who have made noteworthy contributions to the conservation of Oregon's native fish.
- d. Provides technical assistance to the Chapter on issues involving native fish.
- e. Annually holds Native Nongame Fish Workshop.
- f. Submits a written report of committee activities to the External Director every six months in November and April.
- g. Submits annual work plan and budget to the External Director by June 1st. The Native Fish Committee Chair prepares these materials.
- h. Conducts technical session at chapter annual meetings by convening and inviting relevant speakers.

## **8. Human Diversity Committee (Ad hoc)**

The goal of the Human Diversity in Fisheries Committee is to increase outreach, recruitment, and retention of a membership reflective of the human diversity in Oregon, specifically focused on under-represented groups in the fisheries profession.

- a. Increase activities and promote outreach to involve or recruit fisheries professionals from under-represented groups in the fisheries field.
- b. Submits annual work plan and budget to the External Director by June 1st. The Human Diversity Committee Chair prepares these materials.
- c. Educate the Chapter about issues concerning under-represented groups including gender, ethnicity and age.
- d. Educate the Chapter about diverse points of view on fisheries topics or relay alternative opinions, and promote diversity of professional disciplines.
- e. Educate the Chapter about biases to the groups and topics mentioned in 8c and 8d, and

how these and how these issues can be addressed by our constituency.

- f. Convene workshops or sessions at the Chapter annual meeting when appropriate.
- g. Interact with the Executive Committee to produce reference documents to address questions or topics of interest as appropriate.
- h. Assist in recruitment of diverse candidates for Executive Committee positions.
- i. Work with Secretary to track diversity in membership on an annual basis and maintain a record of diversity within Oregon AFS membership.
- j. Prepare an article or articles as needed for the *Piscatorial Press* newsletter that addresses and/or educates members on current status of diversity in membership or current issues facing under-represented groups.
- k. Assist the Education and Outreach Committee as appropriate with identifying Diversity Scholarship award winners when this award is available.
- l. Promote acceptance and validity of ‘valuable ways of knowing’ that are not strictly science-based (ex. traditional/local knowledge).

## **VIII. NEWSLETTER EDITOR, WEBMASTER, AND SOCIAL MEDIA CHAIR**

### **A. NEWSLETTER EDITOR**

The Past-President recruits the Editor for approval by the ExCom. The Editor assembles, formats, reviews, revises, and electronically publishes (to PDF) the quarterly Chapter newsletter, *Piscatorial Press*. A draft is provided to ExCom for review at least 1 week prior to publication. The final is provided to the webmaster in sufficient time to allow for publication on or before the publication date. Deadlines are determined by Past-President and Editor (generally content deadlines are March 15, June 15, Sep 15, and Dec 15 for publication 1 month later). The *Piscatorial Press* is distributed via the Chapter listserv.

### **B. WEBMASTER**

The Webmaster manages the Chapter website and uploads content, links, and other material as directed by the President and External Director. Content for the many annual meeting webpages are provided by the Arrangements Committee or the President-Elect who chairs that committee. The goal is to maintain a website that is useful to members, pleasant to view, intuitive to navigate, yet simple enough to run on slow connections in remote areas of the state.

### **C. SOCIAL MEDIA CHAIR**

The social media chair works to ensure official policy and supporting guidelines for participating in social media as a representative of the Chapter are implemented. The Social Media chair is responsible for overall social media account management (Facebook, Twitter, and LinkedIn), content, and security. The Social Media Chair and/or External Director shall either monitor or designate a single person to monitor use of ORAFS social media accounts by others. The Social Media Chair reports to the External Director.

## **IX. CONTRACT SUPPORT (Independent Contractors)**

Periodically the business of the Chapter may be better served by hiring professional support rather than relying on volunteers. Recently there have been two such positions where the Chapter found it more efficient to hire outside professionals. Each arrangement is governed by a simple contract lasting for several months (typically no more than 1 year) and specifying the scope of work, tasks, schedule, and payments for both the contractor and ExCom.

### **A. CONTRACT PUBLICATION SPECIALIST**

The Contract Publication Specialist performs the layout, formatting, and oversees the publication of the annual meeting program. This position works closely with the program printer to ensure a quality product within budget on a timely schedule. Content and revisions are provided by the Arrangements Committee. This position is managed by the President and President-elect. A scope and budget are typically developed by the contractor in response to a request from the President or President-Elect. A simple contract between the Chapter and the contractor contains the scope of work, schedule, responsibilities, costs, assumptions, and establishes a process for modifications if necessary. The contract shall be signed by both the contractor and the Chapter before any work is conducted on the Chapter's behalf.

### **B. CONTRACT LEGISLATIVE LIAISON**

The Contract Legislative Liaison serves as the Chapter's professional eyes and ears in Salem, alerting ExCom as early as possible to issues and actions that relate to the Chapter's mission. Direction is provided by the ExCom via the External Director. This position is managed by the President and External Director. The Legislative Liaison does not have the authority to represent the Chapter in official proceedings unless specifically authorized by ExCom.

A scope and budget are typically developed by the contractor in response to a request from the External Director. A simple contract between the Chapter and the contractor contains the scope of work, schedule, responsibilities, costs, assumptions, and establishes a process for modifications if necessary. The contract shall be signed by both the contractor and the Chapter before any work is conducted on the Chapter's behalf.

## **X. APPENDIX**

### **OREGON CHAPTER of the AMERICAN FISHERIES SOCIETY BYLAWS**

#### **SECTION 1. NAME AND OBJECTIVES**

(a) The name of this organization shall be the Oregon Chapter of the American Fisheries Society, hereinafter referred to as the Chapter.

(b) The objectives of the Chapter shall be those of the American Fisheries Society (hereinafter referred to as the Society) as set forth in Article I of the Society's Constitution, and especially, to encourage the exchange of regional fisheries and other technical information among members of the Society who belong to this Chapter.

(c) All activities of this Chapter shall conform to the Society's Constitution.

(d) The Chapter shall maintain an Administrative Handbook to describe procedures for implementing these bylaws.

#### **SECTION 2. MEMBERSHIP**

The membership of the Chapter shall be composed of those Active Members of the Society who have an interest in the fisheries and related issues of importance to the State of Oregon. The voting membership of the Chapter shall consist of those Society members, including members of any approved Student Subunit of the Chapter, who are Active Members (as defined by the Society constitution) residing or working in the State of Oregon and such other Society Active Members as choose to be Chapter members by designating so on the Society membership application. Non-voting Student Affiliate membership of the Chapter shall consist of those members of any approved Student Subunit of the Chapter who are not Society Active Members. In accordance with the Constitution of the Society, only Society members may hold office, serve as committee chairs, or vote on Chapter business.

#### **SECTION 3. MEETINGS**

The Chapter shall hold at least one meeting annually at a time and place designated by its Executive Committee. The program and presentation of papers shall be the responsibility of the Program Committee.

#### **SECTION 4. OFFICERS**

(a) The officers of the Chapter shall consist of, at least, a President, President-Elect, Past President, Vice-President, Secretary, Treasurer, Internal Director, External Director and a Student Representative (chosen by the approved Student Subunit(s) of the Chapter). Officers (other than the Treasurer) serve 1-year terms beginning May 1 each year, except that in years when the annual meeting occurs after May 1, new officers begin serving one month after the election associated with that annual meeting.

(b) Officers are elected at the annual meeting (or by membership email vote or online poll as approved by the Executive Committee) except that the President-Elect succeeds to the office of President upon completion of a term as President-Elect, and the President succeeds to the office of Past-President upon completion of a term as President. The Treasurer holds a two year term. The Student Representative shall be elected according to Oregon Chapter of the American Fisheries Society Bylaws at a time and in a manner decided by the approved Student Subunit(s) of the Chapter, and may serve a different 1-year term as a result. If more than one Student Subunit shall be approved by the Chapter, these subunits shall collaborate in the selection of a single Student Representative to the Executive Committee. Any officer may hold office for a period longer than one year or term if re-elected to do so. In case of a vacated position to which succession is not explicitly defined, the Executive Committee shall appoint a replacement to fill an unexpired term.

(c) In the event of a cancellation of an annual meeting, the officers and the members of any committee shall continue to serve until the next scheduled meeting or membership vote.

(d) The Executive Committee shall have discretionary authority to request resignations or remove from office any person(s) violating the constitution or by-laws, or for negligence, lack of performance, or other reasons substantially detrimental to the Chapter. Any member of the Executive Committee may file a petition to the President (or President-elect if the President is the person in question) to have any officer or Committee Chair removed from their position. This petition should contain any evidence and/or reasons why this person(s) should be removed. Removal of an officer or Committee Chair requires a two-thirds vote of all filled positions of the Executive Committee.

## SECTION 5. DUTIES OF OFFICERS

(a) The President of the Chapter presides at all Chapter meetings, chairs the Executive Committee, is the Chapter's representative to the Society (Western Division and AFS), and makes such appointments and performs other duties and functions as authorized and necessary for overall Chapter effectiveness.

(b) The President-Elect chairs the Program Committee and assumes the duties of the President if the latter is unable to act.

(c) The Past President chairs the Nominating Committee, is a member of the Financial Sustainability Committee to ensure adherence to the Financial Sustainability Plan and Investment Policy, and chairs the Executive Committee if neither the President nor President-Elect is available.

(d) The Vice-President chairs the Resolutions and Bylaws Committee and assumes the duties of the President-Elect in the event that office is vacated prior to completion of the term.

(e) The Secretary keeps the official records of the Chapter.

(f) The Treasurer is a member of the Financial Sustainability Committee responsible for

disseminating information regarding the performance of the ORAFS investment portfolio, collects and banks any funds allotted to the Chapter, and disburses funds as authorized by the Executive Committee.

(g) The Internal Director chairs the Arrangements Committee and appoints the Historian and the chairs of the Awards and Scholarship Committees.

(h) The External Director appoints, supervises, and motivates the chairs of the various External Committees.

(i) The Student Representative serves as a liaison between the Chapter and the approved Student Subunit(s) of the Chapter.

## SECTION 6. EXECUTIVE COMMITTEE

The Executive Committee consists of the Chapter officers and is responsible for overall operation and effectiveness of the Chapter. The Executive Committee is authorized to act on behalf of the Chapter between meetings and to perform appropriate duties and functions.

In addition, the Executive Committee:

1. Approves all expenditures, position statements, document reviews, meeting places, arrangements, programs, and any other actions requiring official sanction of the Oregon Chapter;
2. Develops recommendations to guide the incoming president;
3. Updates the Administrative Handbook periodically to maintain relevance;
4. Establishes the time and place for the annual meeting;
5. Establishes the registration fee structure for the annual meeting;
6. Meets or confers monthly to address Chapter business; and
7. Develops an annual budget and work plan for the upcoming period May 1 - April 30.
8. Approves investments and transfers of funds suggested by the Fiscal Sustainability Committee.

## SECTION 7. CHAPTER COMMITTEES

Committees and Chairs of Standing Committees, except as listed in Section 5 & 6 of these Bylaws, may be appointed by the President as may be necessary to conduct the Chapter's activities. The President may also appoint Special Committees to address specific topics or issues that are temporary in nature. The terms of service for members of Special Committees shall end upon the discharge of the duties for which they were appointed. Terms for membership on Standing Committees end at the transition of Executive Committee officers (as described in Section 4).

## SECTION 8. VOTING AND QUORUM

(a) All decisions at meetings are decided by a simple majority vote, except for bylaw revisions.

(b) A quorum at any Chapter meeting for transaction of official business shall be the lesser of 50 Active Members or one-third of the Chapter membership, except that members present may approve a lesser number for a given meeting, if circumstances dictate. A quorum at any Executive Committee meeting shall be four Chapter officers, provided that one is President, President-Elect, or Past President, and the Student Representative is not counted as part of the quorum.

(c) Unless otherwise specified in these Bylaws or the Society's Constitution, meetings are conducted according to the latest edition of Robert's Rules of Order.

(d) Business and voting may be conducted via electronic mail instead of at Chapter meetings. An electronic vote must be approved by the President, or the Officers, as appropriate for the issue being considered. All aspects of the vote (quorum, notification, length of time the vote is left open) must follow the approved procedures for the type of issue being considered.

## SECTION 9. DUES AND FEES

The Executive Committee shall establish annual dues subject to approval of the members voting at the annual meeting. The Executive Committee may assess registration fees for annual meetings and other events.

## SECTION 10. AMENDMENT OF BYLAWS

(a) The Bylaws of the Chapter may be amended by a two-thirds majority approval of those Chapter members voting, provided that notice of the proposed change(s) be given to the Chapter membership at least 30 days prior to a meeting.

(b) Following approval by Chapter membership, bylaw amendments must be submitted to the Society's Executive Director at least 45 days before the next meeting of the Society's Executive Committee.

(c) Bylaw amendments shall not be implemented until they have been approved by the Society's Management Committee.

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(NOTE: The Chapter's Executive Committee is encouraged to work with the Society's Constitutional Consultant on any proposed amendments before a vote of the Chapter membership. This will usually expedite the process.)

### History of Bylaws and Amendments

Adopted: February 2, 1965

Amended: January 28, 1972

Amended: February 2, 1979

Amended: February 22, 1996

Amended: February 13, 1997

Amended: June 13, 2001

Approved by AFS Governing Board: August 2001

Amended: February 19, 2004

Approved by AFS Governing Board: March 2004

Amended: February 24, 2011 (Revisions approved by Chapter at annual meeting)

Approved by AFS Governing Board: March 12, 2011  
Amended: November 11, 2015 (Revisions approved by Chapter membership e-vote)  
Approved by AFS Management Committee: November 16, 2015  
Amended: October 1, 2016  
Approved by AFS Governing Board: November 9, 2016



# CODE OF ETHICS FOR THE OREGON CHAPTER OF THE AMERICAN FISHERIES SOCIETY

Approved by the Oregon Chapter Membership February 1995

This Code of Ethics<sup>1</sup> provides principles of conduct to guide the members of the Oregon Chapter of the American Fisheries Society in maintaining ethical relations with the natural and cultural communities they serve and to which they belong. As fisheries professionals, we are obligated to provide clear, accurate, and timely information; to encourage open discourse, both professional and public; and to participate in the debate that results in informed choices by the public. We are also obligated to select for ourselves and to recommend to others courses of action we believe will protect the biological diversity and integrity of aquatic ecosystems.

We recognize that the complexity of the physical and biological worlds, compounded by the complexity of social values and conflicting perspectives, often means that all of the alternatives contain costs as well as benefits. Often, none of the alternatives can satisfy everyone, and choosing among them will be difficult and painful to some or all of the interested parties. We recognize that resources are finite, that we share them with all forms of life, and that no one species or group can “have it all.” We also recognize that human culture and quality of life depend on intact ecosystems. Reaching an appropriate level of global sustainability, although it may be achieved with local excess, requires us to take responsibility for educating, studying, and managing for that level of sustainability.

People expect management decisions to be based on sound reasoning and scientific information, guided by reasoned judgment, in keeping with principles of conservation and rational use of aquatic resources. Accurate scientific information is critical to sound management. Both the relevant science and the limits of scientific knowledge and understanding must be clearly communicated to decision makers and the public. Another primary role of fisheries professionals is to define management options and the likely outcomes of implementing them. Predicting outcomes of alternatives often contains considerable uncertainty; people need to be made aware of this uncertainty when they evaluate alternatives.

Because our knowledge of changes in ecosystems is often coupled with a high degree of uncertainty, reasonable and competent professionals may disagree about the ecological and social consequences of natural resource decisions. We must therefore recognize that the foremost obligation of the fisheries professional is to ensure open, honest discussion of the benefits, costs, risks, and tradeoffs of alternative management actions in balancing scientific principles with the interests of society.

Achieving the goals of responsible stewardship and credible science requires that ethical standards be followed by all of us. To that end, each member agrees to follow the principles outlined below:

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<sup>1</sup>The code supplements American Fisheries Society Code of Practices and Ethics, 1994.

I will work toward maintaining the structure, function, and integrity of aquatic, riparian, and upland ecosystems-the physical surroundings and the complex, interconnected web of life on which fish and other aquatic organisms depend.

I will take care in my research to minimize adverse effects to the environment and not kill or injure organisms except when essential for collecting data.

I will insist that any use of the aquatic resource promotes ecological integrity and continuity of ecosystems now and into the future. Because human beings are a part of the interconnected web of life, I will consider human needs and influences as integral to the study and management of these ecosystems.

I will cooperate with professionals in other disciplines to foster interdisciplinary understanding and to guide research and management toward clarifying the complex interactions that affect fish and other aquatic organisms, as well as the ecosystems on which they depend.

I will speak and write honestly and openly about the results of my work, neither hiding or exaggerating their implications. I will explicitly acknowledge my own biases, assumptions, and values that are the foundation of my understanding and interpretation of scientific theories and knowledge. I will be open to the ideas of others and evaluate those ideas with clear recognition of the influence of my own values.

In writing and speaking, I will acknowledge the work and ideas of others, whether gleaned from publications, presentations, or conversations.

I recognize that my deeply held, professional convictions may conflict with the interests and convictions of others. I am obligated to be clear and honest in distinguishing between reports of results from rigorous study and my professional opinions based on observations or intuition. My professional opinions clearly so identified have value, but must not be put forward as fact. In addition, the temporal, spatial, and contextual limits of my facts and their confidence limits must be clearly acknowledged.

I will distinguish between recommendations based on science and those based on policy, both to avoid confusing the public and to better separate political decisions from aquatic science.

I recognize that my professional convictions may sometimes conflict with the policies of my employers. When such conflict arises, I will provide decision makers with full supporting evidence and sufficient time for study and action before I publicly disclose my views. But my commitments to the profession and to ecosystems, including their human components, may compel me on occasion to speak against policies or actions of my employers.

I will learn from the wisdom of the past, but I will freely and consistently question all information, inferences, and assumptions that could affect aquatic ecosystems.

I will continue to learn throughout my professional life to read, listen, assimilate,

integrate, and apply new information as it becomes available. I will follow advances in related disciplines (other branches of biology, hydrology, geology, sociology, economics, ethics, and politics) that affect fish and aquatic ecosystems so that the value of my expertise does not become irrelevant or overwhelmed by unforeseen influences.

I recognize that diversity among my professional colleagues brings differences in perspective, experience, expertise, style, and values to the profession and that these differences are a source of strength and new ideas. I welcome as colleagues people of both sexes, all ages, races, ethnic backgrounds, nationalities, life styles, religions, and physical conditions.

I will uphold the highest standards of excellence, integrity, and public service of my profession, and I will do my share to return to the profession the full measure of all that I have received. I will speak and write to people outside of the fisheries profession to help increase their awareness of and interest in aquatic ecosystems.

I will serve as a mentor to young people in the profession so that they may learn, care and contribute. I will teach them, encourage understanding of their own and society's values, and by my own example, help them to develop high ethical standards for research and resource management.

Oregon Chapter American Fisheries Society  
*Strategic Plan 2014-2019*

**The mission of the Oregon Chapter of the American Fisheries Society is to:** Improve the conservation and sustainability of Oregon fishery resources and their aquatic ecosystems for long-term public benefit by advancing science, education, and public discourse concerning fisheries and aquatic science and by promoting the development of fisheries professionals.

In order to serve our membership and operate in a productive manner, this five-year strategic plan provides overarching goals consistent with the chapter's mission and provides guidance for the development of annual chapter work plans.

**1. Develop programs that advance understanding of fishery science and responsible stewardship of fishery resources.**

- 1.1. Host high-quality annual meetings.
- 1.2. Host workshops as part of annual meetings and as stand-alone events.
- 1.3. Sponsor and support other groups and organizations workshops, events, trainings that meet the mission of the Oregon Chapter.
- 1.4. Connect members with opportunities to participate in regional and national fishery events and activities through our newsletter, website, and social media platforms.
- 1.5. Connect members with opportunities to publish and present scientific findings in appropriate forums through our newsletter, website, and social media platforms.
- 1.6. With Western Division, host the 2015 AFS Meeting in Portland, OR.
- 1.7. Actively consider hosting Western Division AFS meetings in 2018 or 2019.

**2. Advocate policies and laws that benefit the conservation and sustainability of Oregon fishery resources and their aquatic ecosystems.**

- 2.1. Maintain a presence in the Oregon legislative process and subsequent development of administrative rules by contracting a legislative liaison and keeping an active legislative external committee.
- 2.2. Maintain awareness of and ability to respond to policies developed for use by fishery managers at local, state, and federal levels. Coordinate with chapter external committees and/or membership to respond orally or in writing when appropriate.
- 2.3. Inform members through our newsletter, website, list serve, and social media platforms regarding opportunities to make personal contact with their local decision makers and volunteer their expertise.

**3. Increase public awareness, understanding, and appreciation of fishery resources amongst chapter members and the general public.**

- 3.1. Ensure that resources are available to assist and promote fishery and aquatic education in schools, and maintain and update education materials as needed.

- 3.2. Maintain a user-friendly web page and an active presence amongst appropriate social media platforms.
- 3.3. Utilize social media platforms consistent with the chapter's social media policy.
- 3.4. Participate in public forums to promote well-reasoned policies that maintain and enhance fishery and aquatic resources.
- 3.5. Advertise and promote nominations for chapter awards amongst members of the general fisheries and aquatics community.

#### **4. Promote development of fishery and aquatic science students.**

- 4.1. Provide competitive scholarships to student candidates.
- 4.2. Encourage participation of students in annual meetings by offering cost-effective attendance options as well as events that facilitate interactions between students and fisheries professionals.
- 4.3. Outreach with Oregon colleges and universities with fishery, aquatics, and environmental programs with opportunities for students to participate in the chapter.
- 4.4. Support a student subunit and encourage new members from diverse backgrounds and fields of study.
- 4.5. Encourage and promote active participation in the Oregon Chapter student subunit.
- 4.6. Maintain a portion of the web page that advertises career opportunities for students and young professionals.
- 4.7. Establish and refine a mentorship program between students and chapter members.

#### **5. Support and encourage development of professional members.**

- 5.1. Maintain a portion of the web page that supports professionals through information exchange.
- 5.2. Maintain a portion of the web page that advertises career opportunities.
- 5.3. Support and encourage member participation in the AFS professional certification program.
- 5.4. Offer fish-out-of-water waivers to provide cost-effective options for young professionals and members without financial support to attend annual meetings.
- 5.5. Advertise and promote nominations for chapter awards for deserving professionals.

#### **6. Maintain an active and diverse membership.**

- 6.1. Maintain an informative quarterly newsletter.
- 6.2. Promote membership to fishery and aquatic scientists from a variety of disciplines of the profession.
- 6.3. Target under-represented groups (gender, ethnicity, fishery specialty, etc.) and encourage participation.
- 6.4. Maintain and update recruiting tools to promote the benefits of membership at diverse and appropriate venues.
- 6.5. Actively recruit a diverse group of candidates for ExCom positions.

**7. Fiscal Responsibility and Investments.**

- 7.1. Develop and implement a five-year chapter financial strategy that promotes annual budget solvency and long-term chapter fiscal sustainability.
- 7.2. Plan annual budgets to maintain two years of operating expenses in reserve.
- 7.3. Identify profitable but prudent options for utilizing chapter savings and other budget surpluses to further the chapter mission without risking solvency.
- 7.4. Develop a five-year investment plan consistent with 7.2 above.

**8. Regularly assess Executive Committee operational structure to optimize chapter productivity and efficiency.**

- 8.1. Annually update Oregon Chapter AFS Administrative Handbook.
- 8.2. Update by-laws when appropriate and needed to meet chapter objectives.

# GUIDELINES FOR PUBLIC STATEMENTS AND REVIEWS

Approved: by ExCom, May 26, 1977

Revised: May 18, 1996

The amount of lobbying that a tax exempt, 501(c)(3), organization such as the American Fisheries Society is permitted to do under U.S. law was substantially liberalized by the 1976 General Tax Reform Act.

## Definitions:

### **(501(c)(3) organization:**

A tax-exempt, non-profit charitable organization; contributions to it are tax-deductible (only if you qualify and itemize deductions on your tax return). 501(c)(3)s can receive foundation grants, government grants and individual contributions. The money raised can be used for a wide variety of programs, including research, public education, litigation and monitoring to ensure laws are obeyed. 501(c)(3)s can engage in only limited lobbying activities. Lobbying is limited to a total of 20% of the first \$500,000 of annual expenditures, 15% of the next \$500,000, 10% of the third \$500,000 and 5% of the remaining annual expenditures. In no case may total lobbying expenses be more than \$1 million per year. Grassroots lobbying is limited to 25% of the total amount allowed for direct lobbying amount, with a maximum of \$250,000. These limits currently are calculated from the parent society's budget, not the Chapter's. This may change if gross annual income exceeds \$25,000 per year for three consecutive years.

### **Direct Lobbying:**

Communication between a non-profit (c)(3) or (c)(4) and an elected official or staff that expresses a view on a specific piece of legislation, or on bills not yet drafted or introduced. A group's communications to its *members* that encourage them to contact an elected official and urge a position on a bill is also considered direct lobbying, as are activities to support or oppose ballot measures (an initiative or referendum).

### **Grassroots Lobbying:**

Communications that attempt to influence specific legislation by encouraging the *general public* to contact (e.g., phone, send a card, sign a petition) legislators about that legislation.

The following guidelines should be used to prepare written and oral statements.

Since its inception, the Chapter has become more involved in the legislative process, providing both written and oral testimony on legislation and administrative rules. With this increased involvement comes the issue of getting "spread too thin" and having to respond to legislative issues and actions under short time frames, thus creating potential for dissension and stress among Chapter members.

The following principles and guidelines have been developed to help the Chapter focus on the legislative issues and actions that need greatest input, minimize conflicts, and allow for more effective legislative involvement. These principles and guidelines are not cast in concrete, and should evolve with the Chapter.

Members should identify themselves as representing the Chapter before presenting the

prepared statement. Material should be presented in a courteous, professional manner to reflect favorably on the Society and add credence to its position or recommendations. This includes legislative or administrative bodies at any political level and whether by phone, mail, or in person.

1. A formal invitation is not required by federal law to make our views known. However formal requests will be viewed more positively in allocating member time, assuming issues of similar importance.

Members may participate in hearings before executive, judicial or administrative bodies at federal, state or local special purpose bodies levels. In addition, the Chapter may review publications.

2. Any proposed or pending legislation, legislative action, or administrative rule that relates to the Chapter's legislative goals and objectives and is of public importance may be considered for action.

3. The following questions should be asked for each potential issue. To be selected for action, the first five questions (a-e) shall be answered in the affirmative. This general rule may be overlooked if the last question (f) is answered in the affirmative.

- a. Is the proposed or pending legislative action or administrative rule of major importance to the public in the estimation of the Chapter?
- b. Is the issue within the knowledge and skills of the fisheries profession? Do the available Chapter members interested in engaging in the issue contain the collective knowledge and skills necessary?
- c. Is the issue in the general interest of the Chapter?
- d. Is there time for the Chapter to develop a responsible position on the issue?
- e. Is there reason to believe that the majority of the Chapter's ExCom members support the position taken if an emergency action is needed? Has the Chapter President been informed of the action to be taken, and does he or she support it?
- f. Are the consequences of not responding worse than an incomplete response?

4. Testimony should concentrate on technical, scientific or professional aspects of the issue. Professional opinions and recommendations can be offered whenever appropriate.

5. The testimony or legislative action shall not conflict with existing Chapter or Parent Society positions.

6. The testimony or legislative action must follow the AFS Code of Practices and



#### Chapter Code of Ethics.

7. The involved Chapter member(s) shall take special care to avoid aligning the Chapter with other organizations which may injure or jeopardize the Society's credibility, independence, or tax exempt status.
8. The written testimony or position must be reviewed and approved by the ExCom before submission, unless there is insufficient time to do so.
9. When the Chapter reviews reports, articles, or other publications, the authors of those publications shall receive a copy of the review when it is sent to the requesting or administrative body.
10. Statements should be written and read into the record at legislative meetings. A copy of the statement must be made available to all members of the legislative body. Therefore, a copy of the statement should be filed with the clerk at the meeting.
11. The parent society shall be provided with copies of correspondence or statements that relate to national issues.
12. The ExCom should keep Chapter members informed of political activities.

## CHAPTER AWARDS and CRITERIA

### AWARDS OFFERED:

Lifetime Achievement Award  
Fishery Worker of the Year  
Fishery Team of the Year  
Award of Merit  
Bill Wingfield Memorial Award  
Broken Oar  
Best Student Paper, and Runner-up (determined by Student Paper judges)  
Best Student Poster, and Runner-up (determined by Student Poster judges)  
Past President's Award

### AWARDS CRITERIA

#### *Lifetime Achievement Award*

Substantial lifetime contribution to fisheries.

Lifetime contributions to the American Fisheries Society and/or Oregon Chapter are also recommended.

Individual should have actively participated in other conservation, professional, or social organizations that promote sound fisheries and resource management practices.

They must be a member of the AFS Parent Society as well as the Oregon Chapter.

Presented to a maximum of one person per year.

#### *Bill Wingfield Memorial Award in Fish Culture*

Major or sustained accomplishments in fish culture.

May be presented to an individual or group of people working together.

Individual (or at least one member of the group) must be a member of the American Fisheries Society (AFS) Parent Society.

#### *Award of Merit*

Nominees may be individuals, groups, or organizations.

Major contribution, above and beyond normal job requirements, to fisheries or the society over one or more years.

Evidence of creativity, cooperation and results.

Need not be a member of the AFS Parent Society.

#### *Fishery Worker of the Year*

Substantial lifetime contribution to fisheries or single contribution of major national or regional importance.

Active participation in other conservation, professional or social organizations that promote sound fisheries and resource management practices.

Usually presented to one person per year, but multiple awards can be presented.

Must be a member of the AFS Parent Society.

May or may not be presented each year.

*Fishery Team of the Year*

For outstanding contribution of interagency, watershed, or other task based group to fisheries science or to the American Fisheries Society.

May be a single contribution of major national or regional importance or a substantial, sustained contribution to fisheries science or the Society.

Shows evidence of cooperative work that produced results greater than would likely be achieved by individuals working independently.

Demonstrates results that significantly promote sound fisheries and resource management practices.

Each individual identified as “part of the team” must have made substantial contribution toward the outcomes touted as the main efforts of the team.

At least one team member must be a member of the AFS Parent Society.

May or may not be presented each year.

*Broken Oar Award*

For exemplary display of creative field technique in the face of adversity, and/or the most embarrassing field accident or incident in recent years.

Need not be a member of the AFS Parent Society.

# **Oregon Chapter American Fisheries Society Undergraduate and Graduate Student Scholarship Application Announcement and Guidelines**

## *OR AFS Student Scholarships*

**DEADLINE:**

**CONTACT:**

The Oregon Chapter of the American Fisheries Society is proud to announce a competition for four student scholarships: one each for associate, undergraduate, Master's, and Doctoral student categories. The goal of these scholarships is to further the objectives of AFS by rewarding and promoting the education and development of future fisheries professionals. Each of these scholarships is awarded at the discretion of the OR AFS Scholarship Committee and ExCom (typically annually).

**Each scholarship award will consist of a check for \$2,000, an award certificate, professional recognition at the Annual Meeting and in *Fisheries and the Piscatorial Press*, and the usual student perks of reduced registration and opportunity for group lodging at the Annual Meeting. Scholarships will be formally awarded at the upcoming OR AFS Annual Meeting, which recipients are expected to attend.**

### **APPLICANT REQUIREMENTS**

1. Applicant must be enrolled in or have been accepted for admission into a degree program within the state of Oregon
2. Applicant's major field of study must be relevant to fisheries science
3. Applicant must be a current member of OR AFS, but may join AFS and the Oregon Chapter at the time of the scholarship application (see Oregon Chapter AFS website: [www.orafs.org](http://www.orafs.org))
4. Applicant must not have been awarded the same Oregon Chapter AFS Scholarship in the previous year

### **EXPECTATIONS FROM RECIPIENTS:**

- Commitment to attend the upcoming Annual Meeting to receive award, if selected (scholarship funds can be used to defray meeting costs and future AFS membership fees).
- Provide a 1-page "Fishery Feature" to the Piscatorial Press relating to your use of scholarship funds and/or fishery experiences during the scholarship year.

### **APPLICATION MATERIALS:**

1. **A 1 page cover letter describing how your academic and professional development has and/or will contribute to the AFS objectives of:**
  - Advancing the conservation, development, and appropriate use of fisheries resources;
  - Promoting the development and advancement of fisheries science;

- Gathering, interpreting, and disseminating scientific and technical information about fisheries; and
- Encouraging the teaching of fisheries science in colleges and universities

You are encouraged to include undergraduate and graduate experience or research, along with volunteer and work experience to demonstrate the relevance of your professional development to the objectives of AFS. Essays may also describe any grants, honors, or awards you have earned; or the influence of a class project or how you think your future contribution to fisheries science issues will promote the objectives of AFS. Essays will be judged based on the ability to communicate your ideas in writing and how well your goals and experience align with the objectives of AFS.

2. **Copies of official transcripts** from all colleges or universities attended in the previous two years (photocopies of official transcripts will be accepted).
3. **Two letters of recommendation** from mentors, or other professionals, one of which must be an AFS member. The letters should address the potential of the applicant to be a productive member of AFS and to contribute to fisheries science.

### *The OR AFS Carl Bond Student Scholarship*

**DEADLINE:**

**CONTACT:**

The Oregon Chapter of the American Fisheries Society offers the Carl Bond Student Scholarship to honor and continue the legacy of the great Oregon ichthyologist Dr. Carl Bond. This coveted scholarship is awarded periodically (not necessarily annually) at the discretion of the OR AFS Scholarship Committee and ExCom, to reward and encourage outstanding Oregon AFS student members to support work that emphasizes native Oregon fishes in a fashion consistent with Dr. Bond's legacy (see background below). Although in recent years the award has been \$5,000, ExCom establishes the scholarship amount on an annual basis.

#### **APPLICANT REQUIREMENTS**

1. Student member of AFS and Oregon Chapter
2. Graduate student in a field of study relevant to fisheries science
3. Conducting research directly related to native Oregon fishes
4. Minimum 3.5 GPA
5. Have not previously won this scholarship

#### **EXPECTATIONS FROM RECIPIENT:**

- Commitment to attend the upcoming Annual Meeting to receive award, if selected
- Commitment to present results of work funded by the Carl Bond award at a future Oregon Chapter AFS meeting
- Provide a 1-page “Fishery Feature” to the Piscatorial Press relating to your use of scholarship funds and/or fishery experience during the scholarship year.

#### **APPLICATION MATERIALS:**

- A cover letter that introduces yourself and includes description of the above minimum qualifications
- A 1-page CV
- A 2-page description of your project, including elements that discuss how the work honors Dr. Bond’s legacy
- All graduate school transcripts
- Two letters of recommendation, at least one of which must be from a current Oregon Chapter AFS member
- A budget that details how you intend to use the funds

Recipient will receive a check and acknowledgement during the Oregon Chapter AFS Annual Meeting.

#### **Background – Dr. Carl Eldon Bond**

Carl Eldon Bond, 87, passed away in Corvallis on Nov. 12, 2007. Carl was an active member and fellow in many professional organizations, including the American Fisheries Society, American Society of Ichthyologists and Herpetologists, the Gilbert Ichthyological Society, and the American Institute of Fishery Research Biologists. Carl was one of the Oregon Chapter AFS’ original members. He attended the very first Oregon Chapter AFS meeting and held several Oregon Chapter AFS Executive Committee positions, including President during 1966-1967.

Carl received his bachelor’s degree in 1947 and master’s degree in 1948 in fisheries and wildlife from Oregon State College. He received his Ph.D. from Michigan in 1963. In 1950, he joined the faculty of the Oregon State University Department of Fish and Game Management (later Fisheries and Wildlife) and remained with the Department throughout his career. He retired as Professor Emeritus in 1985.

Carl’s professional interests ranged widely and included much of the natural history of the Pacific Northwest. His ichthyological knowledge of the region was unmatched, particularly for the little-known fishes of Oregon’s desert. As a crowning achievement, Carl poured his lifetime of knowledge of fishes into the master textbook “Biology of Fishes”, which is still one of the standard texts in fish biology.

Among his awards, Carl was named “Oregon Scientist of the Year” in 1983 by the Oregon Academy of Science. He received the American Fisheries Society Award of Excellence in 1998 and its Distinguished Service Award in 2000. He was also honored by the Desert Fishes Council.

Of all his accomplishments, Carl was most proud of his students. During his long career he mentored 63 graduate students; 15 doctoral and 48 masters. Many of these students went on to distinguished careers of their own. Memorial articles, contributed by several of Carl's past students and colleagues, can be found at the Oregon Chapter AFS website ([www.orafs.org](http://www.orafs.org)).

## **RESOLUTION ON SNAKE RIVER SALMON AND STEELHEAD RECOVERY**

### **OREGON CHAPTER OF THE AMERICAN FISHERIES SOCIETY**

Oregon Chapter AFS Adopted February 17, 2000

Membership vote of 103 y, 0 n

Whereas: The first objective in the constitution of the AFS is to promote conservation, development, and wise use of fisheries, and the AFS further commits to promote enlightened management of aquatic resources for optimum use and enjoyment by the public;

Whereas: Past management of Snake River salmon and steelhead stocks and their environment has resulted in a failure to conserve and use wisely these fisheries, and precludes the optimum use and enjoyment of these fish by the public;

Whereas: Many, and perhaps most, stocks of Snake River salmon and steelhead are now extinct, all remaining stocks are remaining stocks are listed as threatened or endangered under the Endangered Species Act, and dramatic action must be taken soon to prevent extinction of the remaining stocks;

Whereas: Snake River salmon and steelhead extinctions and declines occurred as a result of the impacts from a variety of physical, chemical, and biological factors, including those that have been summarized as "all H's" - Hatcheries, Harvest, Habitat, and Hydropower;

Whereas: Dams and their appurtenant features can cause salmonid entrainment, passage impacts, water temperature alterations, hydrologic impacts, increased susceptibility to mortality from native and non-native predators, and other negative impacts;

Whereas: Recent incremental improvements and adjustments in management of hatcheries, harvest, habitat and hydropower facilities have not led to any apparent significant increases in Snake River salmon and steelhead abundance;

Whereas: Recent scientific reviews, including those conducted as part of the Independent Scientific Advisory Review process, the collaborative and peer-reviewed Plan for Analyzing and Testing Hypotheses, and the Fish and Wildlife Coordination Act report on the Corps of Engineers Lower Snake River Juvenile Salmon Migration Feasibility Study Environmental Impact Statement have all indicated that restoration of natural river conditions where the lower four Snake River dams occur has the highest likelihood of preserving and recovering listed salmon and steelhead and poses the least risk to survival;

Whereas: Failure to restore Snake River salmonids to sustainable, fishable levels threatens to put the federal government in a position of failing to meet its Treaty Trust responsibilities;

Whereas: At least two important decision points should be reached by federal agencies in the very near future regarding management of the lower four Snake River dams and recovering Snake River salmon and steelhead: one by the Army Corps of Engineers for managing federal dams on the lower Snake River, and one by the National Marine Fisheries Service on whether the operation of those dams jeopardizes the continued existence of Snake River salmon and steelhead;



Whereas: Restrictions associated with failed recovery of the upriver stocks directly affect Oregon's fisheries management, conservation, and economic options (both present and future);

**Therefore be it resolved that, based on the best scientific information available, it is the position of the Oregon Chapter of the American Fisheries Society that:**

1. The four lower Snake River dams are a significant threat to the continued existence of remaining Snake River salmon and steelhead stocks;
2. If society-at-large wishes to restore these salmonids to sustainable, fishable levels, a significant portion of the lower Snake River must be returned to a free-flowing condition by breaching the four lower Snake River dams, and that this action must happen soon;
3. Substantive actions to address detrimental impacts associated with harvest management, hatchery practices, and habitat alteration will be required of all concerned people, including us as responsible professionals, to further increase the likelihood of recovering Snake River salmon and steelhead stocks; and

The Oregon Chapter of the AFS will continue to assist agencies and the public in the review and analysis of Snake River fisheries science and management.

***PISCATORIAL PRESS* NEWSLETTER RESOLUTION 2005  
OREGON CHAPTER AMERICAN FISHERIES SOCIETY**

**Approved by the Oregon Chapter AFS membership  
2005 Annual Meeting, Corvallis, Oregon  
February 17, 2005**

Resolution to send electronic (vs. paper) copies of the Oregon Chapter American Fisheries Society (ORAFS) quarterly newsletter *Piscatorial Press* to members.

WHEREAS printing and bulk mailing of the *Piscatorial Press* costs the ORAFS approximately \$2,600 per year; and

WHEREAS the ORAFS continues to spend more money annually than it receives; and

WHEREAS paper copies of the *Piscatorial Press* are unnecessary uses of natural resources for persons with website access; and

WHEREAS the ORAFS Administrative Assistant already sends electronic copies of the *Piscatorial Press* to those requesting it; and

WHEREAS many AFS subunits and other organizations send their newsletters electronically:

We therefore resolve that, beginning with the spring 2005 issue, the *Piscatorial Press* shall be electronically mailed and made available on the ORAFS website, unless members explicitly request otherwise.

Other Chapter Resolutions Include **Error! Bookmark not defined.:**

**RESOLUTION SUPPORTING THE REAUTHORIZATION OF THE  
ENDANGERED SPECIES ACT OF 1973**

**RESOLUTION CONCERNING INTRODUCTIONS OF  
AQUATIC SPECIES IN OREGON WATERS**

**OREGON CHAPTER AFS POSTERBOARD POLICY**

# Bylaws of the Oregon State University American Fisheries Society and the Wildlife Society Student Subunit

## ARTICLE I. Name, Affiliation, and Objectives

**Section 1: Name** – The name of this organization shall be the Oregon State University American Fisheries Society and The Wildlife Society Student Subunit, hereinafter referred to as the “Subunit.”

**Section 2: Affiliation** – The Subunit is a student subunit of the Oregon Chapter of the American Fisheries Society (ORAFS) and The Wildlife Society (TWS). Sponsors of the Subunit include Oregon State University (OSU) Department of Fisheries and Wildlife Science, ORAFS, TWS and Oregon Chapter of The Wildlife Society (ORTWS). The Subunit shall conform to the rules and regulations of the OSU Student Activities Committee and OSU; in addition to AFS’, ORAFS’, and TWS’ Constitution, Rules, and Procedures.

**Section 3: Objectives** – The Subunit’s objectives shall be those of AFS as set forth in ARTICLE I of the Constitution. In addition, the Subunit has the following objectives:

- 1) Promote the exchange of regional fisheries, wildlife, and other technical information among Subunit members.
- 2) Encourage student and faculty involvement within the Subunit and from all Oregon universities, colleges, and schools.
- 3) Foster interactions between fisheries and wildlife professionals and students.
- 4) Provide opportunities for students to gain skills essential to fisheries and wildlife management and conservation.

## ARTICLE II. Membership

**Section 1: Membership** – The membership of the Subunit shall be open to all students, alumni, faculty, and staff in the geographic region represented by ORAFS and ORTWS.

**Section 2: Active Members** –All students of OSU are eligible for active membership, and upon payment of dues to AFS and/or TWS, are entitled to full privileges including voting, holding office, and chairing a committee.

**Section 3: Affiliate Members** – All others paying only dues to the Subunit are considered affiliate members. Affiliate members are non-voting members and are unable to hold office or chair a committee.

**Section 4: Advisory Members** – Faculty members of OSU’s Department of Fisheries and Wildlife Science shall be appointed, by the Subunit, as a Subunit advisor as stipulated by the OSU Student Activities Committee. Other faculty members, or recognized individuals, are eligible for honorary membership.

**Section 5: Non-Discrimination Policy** – The Subunit will not deny membership to anyone, otherwise eligible, on the basis of race, religion, creed, nationality, sexual orientation, gender, age, disabilities.

**Section 6: Grade Point Average Student Organization Statement** – Grade Point Average (GPA) rules and regulations of the Subunit are the same as those held by OSU.

**Section 7: Resignation** – Any member may withdraw at any time; dues paid for succeeding terms will not be refunded.

### **ARTICLE III. Officers and Executive Committee**

**Section 1: Officers** – The Officers of the Subunit shall consist of a President, Vice-President, Secretary, and Treasurer.

**Section 2: Executive Committee** – The Executive Committee shall consist of the Officers, an ORAFS liaison, an ORTWS liaison, and three Board members. ORAFS and ORTWS Liaison positions are suggested to be a two-year commitment and students running for these respective positions must have attended, at minimum, one ORAFS or ORTWS meeting, respectively. A quorum of six of the nine members is needed for transaction of official business at Executive Committee meetings. All Executive Committee members hold voting privileges, with each member holding one vote on Executive Committee decisions. In the event of a tie, the President’s vote shall be the deciding vote. The Executive Committee shall aim to meet weekly to discuss matters pertaining to the Subunit and will work throughout the year to provide professional skill building opportunities for Subunit members.

**Section 3: Standing, Nomination, and Election** – All officers must be members in good standing of AFS and/or TWS. Students can be nominated by current Officers/ Executive Committee members, faculty, and/or self-nominated. Officers and Executive Committee members shall be elected in April.

**Section 4: Terms of Office** – Terms are for one full year, starting and ending on the first week of OSU’s summer term. There are no limits on number of terms a member can serve.

**Section 5: Special Powers** – In the event the President and the Vice-President are not present, or unable to continue serving, the Treasurer will preside over the meeting and/or call for a new election as needed. Elected Executive Committee members have the right to represent the Subunit at the University and professional levels.

**Section 6: Resignation** – In the event of a vacated Officer and/or Executive Committee position, the Executive Committee shall appoint a qualified replacement for the remainder of the unexpired term. The Officer and/or Executive Committee member must submit a written resignation and turn over all properties belonging to the Subunit.

**Section 7: Removal from Office** – Any Officer and/or Executive Committee member derelict or remiss in their duties, as determined by the Subunit members, may be removed from office by a 2/3 majority vote of Subunit members choosing to vote; provided said Officer/Executive Committee member is given one full week’s notice and an opportunity to answer charges.

#### **ARTICLE IV. Duties of Officers and Executive Committee**

**Section 1: President** – The President of the Subunit shall provide leadership, structure, oversight and motivation for Executive Committee members in addition to leading the Executive Committee to develop annual goals and objectives. Other Presidential duties shall include:

- Serves as President of the OSU Student Subunit of both the American Fisheries Society and The Wildlife Society
- Preside at all Subunit meetings
- Conduct official correspondence for the Subunit
- Serve as chair of the Executive Committee
- Coordinates with Executive Committee to set time and dates for Executive Committee Meetings
- During summer term, writes welcome letter to all incoming Fisheries and Wildlife department students, in cooperation with Subunit Advisor and OSU Department of Fisheries and Wildlife Sciences’ Head Advisor
- Assists Secretary with updates to Subunit activity calendar each term, with the fall term calendar developed during summer term

- Chairs the Spring Break Trip Committee
- Assists the Leader in charge of Subunit meetings and/or leads Subunit and Leadership meetings, if no Executive Committee member is identified as being in charge, president assumes position
- Develops funding proposals
  - Agricultural Research Foundation Funding Proposal (fall)
  - E.R. Jackman Foundation Funding Proposal (spring)
- Submit Club of the Year nomination to Agricultural Executive Council (spring)
- Contracts a web designer to update Subunit web page
- Insures thank you letters be sent out to organizations and professionals which gave the Subunit support
- Provides oversight for all committees, including designating chairs, assignments, and timelines
- Provides guidance to the incoming President to provide a smooth transition

**Section 2: Vice President** – The Vice President assists the President in day-to-day operations and helps oversee Subunit activities. Other Vice President duties include:

- Serve on the Executive Committee
- Serve as Internal Liaison:
  - Attends faculty meetings and maintains relations between Subunit and OSU Department of Fisheries and Wildlife Science Faculty
  - Serves as Graduate student liaison and attends Research Advances in Fish and Wildlife and Ecology (RAFWE) meetings
- Provides oversight on Subunit trips
- Assists trip leaders in planning and ensures trip leaders have followed guidelines in the “Trip Leader How To” document
- Oversees and promotes member involvement
- Maintains Subunit cage in proper and organized condition
- Selects and reserves Subunit meeting room and handles logistics including but not limited to keys, equipment, vehicle acquisitions, etc
- Shall assume the duties of the President in the event of his/her absence or inability to act

**Section 3: Secretary** – The Secretary provides the Subunit with written documentation of meetings and assists in planning and organizing activities and meetings. Other Secretary duties include:

- Records minutes of Executive Committee and Subunit meetings, archives minutes on Department of Fish and Wildlife server, posts minutes for membership, and distributes minutes to ORAFS and ORTWS Executive Committees
- Maintain Subunit membership roster
- Chair committee to develop and distribute quarterly Subunit calendar of events; and in association with the President, ensures that all events, activities, and professionals are confirmed
- Updates, organizes, and maintains hard and electronic copies of all subunit documents and correspondence; including achievements and awards, driver forms, volunteer waiver forms, calendars, trip information, etc.
- Maintain record of activities and achievements and work with other leaders to ensure appropriate documents are saved
- Maintain Subunit mailbox in Nash Hall and distribute mail to proper recipients

**Section 4: Treasurer** – The Treasurer’s duties primarily consist of managing and reporting of the Subunit’s financial matters, but also include:

- Responsible for recording the Subunit’s budget for the academic year; including maintaining Cash Box, processing all Reimbursement Requests in a timely manner, providing detailed budget reports that describe the electronic balance file for weekly intake and outflow. This includes, but is not limited to, explanation of each deposit and withdrawal: reimbursements, receipts, purchases, fundraising etc.
- Provide budget status to Executive Committee at all meetings

**Section 5: ORAFS Liaison** – The ORAFS Liaison serves as liaison to the Oregon Chapter of American Fisheries Society and duties include:

- Participate in ORAFS Executive Committee meetings
- Invite ORAFS Executive Committee members to attend and present at Subunit Meetings
- Provide articles for ORAFS correspondence as requested
- Write grant proposals to ORAFS to fund student activities and trips
- Attend ORAFS annual meeting to provide summary of Subunit activities at Business Meeting, in addition to assisting with coordinating and operating merchandise booth
- Submit nomination for National and Western Division Student Subunit-of-the-Year Award, due winter term but form should be updated quarterly
- Attend ORAFS Executive Committee spring and fall retreats



- Work to facilitate and maintain relations between the Subunit and other AFS student chapters

**Section 6: ORTWS Liaison** – The ORTWS Liaison serves as liaison to the Oregon Chapter of The Wildlife Society and duties include:

- Participates in ORTWS Board Meetings
- Invite ORTWS Board members to attend and present at Subunit Meetings
- Submit “Officer Form” to National TWS
- Write quarterly articles for the ORTWS newsletter
- Write grant proposal to ORTWS Board to fund student activities and trips (submit Oct/Nov )
- Attend and participate (via volunteering) in the annual ORTWS meeting and provide a summary of Subunit activities at Business Meeting
- Submit nomination for Student Chapter of the Year Award, due spring term but form should be updated quarterly
- Attend ORTWS Board fall retreat
- Work to facilitate and maintain relations between the Subunit and other TWS student chapters

**Section 7: Board Members** – Board members assist the Executive Committee with miscellaneous tasks and duties including:

- Assist Executive Committee with trips, workshops, and Subunit Meetings as necessary
- Chair committees, such as Ag Day, Discovery Days, Agricultural Executive Council Meetings, etc. dependent upon need

## **ARTICLE V. Elections**

**Section 1: Nominations** – One meeting before general elections, the President will ask Subunit members for nominations for each office. The goal being at least two candidates nominated for each position; Subunit members may decline nomination.

**Section 2: Voting** – Elections will be conducted by the Executive Committee. All voting will be conducted by secret ballot by members eligible to vote. No person shall be elected to more than one office. Elections will be decided by majority vote which will occur in April. Newly elected Officers/Executive Committee members will be installed the first week of OSU’s summer term.

**Section 3: In the Event of a Tie** – If two, or more, individuals are running for a position and there is a tie between two, or more, the tied individuals will be voted on by the Executive Committee and the individual with the most votes by the Executive Committee will be elected to that office. If there

continues to be a tie with the Executive Committee vote, the president shall hold the deciding vote.

## **ARTICLE VI. Meetings**

**Section 1: Regular and Special Meetings** – Subunit meetings shall be held at least annually at such times and places as determined by the Executive Committee. Regular meetings are intended for Subunit business, activities, and presentations directed at the membership. Special meetings are called by the President with approval of the Executive Committee and may occur at any time and on short notice to consider specific or emergency matters. Members are strongly encouraged to attend all meetings in order to maximize membership benefits.

**Section 2: Quorum** – A quorum is required for transaction of official business and shall be a majority of the Subunit membership.

**Section 3: Voting** – Decisions at meetings are by majority vote of Subunit members choosing to vote, except 2/3 majorities are required in special cases such as amending Bylaws and suspending a Rule. Voting will take place in person, on paper, or electronically as decided by the Executive Committee.

## **ARTICLE VII. Subunit Committees**

**Section 1: Committees and Chairs** – Committees and Chairs of committees, except as listed in ARTICLE IV of these Bylaws, shall be appointed and charged by the President. Except for Standing Committees, Subunit committees shall cease to function upon the discharge of the duties for which they were appointed or with the end of the term of the appointing officer.

## **ARTICLE VIII. Dues and Fees**

**Section 1: Dues** – The Executive Committee shall establish annual dues subject to approval of the voting members.

**Section 2: Fees** – The Executive Committee may assess registration fees for workshops, activities, and other Subunit sanctioned events.

## **ARTICLE IX. Bylaws, Resolutions, and Amendments**

**Section 1: Bylaws** – The Bylaws are the defining document for the Subunit and take precedence over all other rules and procedures of the Subunit.

**Section 2: Resolutions and Amendments** – Any Subunit member(s) may submit proposals for resolutions or amendments to the bylaws to the Executive Committee. Approval of resolutions or amendments shall require a 2/3 majority vote of members choosing to vote at a regular meeting given the proposal was made at least 14 days prior via email notice and written submission on the Subunit's bulletin board. Following approval by the Subunit membership, Bylaws must be submitted to the ORAFS President,

AFS Constitutional Consultant, TWS President, and OSU Student Activities Office within 45 days of Subunit approval of the amendment. Amendments/ resolutions take effect when the Subunit receives notice of their approval by the Governing Board from the AFS Executive Director, TWS Executive Director, and OSU's Student Activities Office.

## **ARTICLE X. Administrative and Fiscal Management**

**Section 1: Financial Affairs** – The Subunit operating year ends on the last day of OSU's spring term. All funds will be deposited into the OSU Student Activities Subunit account. Funds will be controlled by the Treasurer, at the discretion of the Executive Committee.

**Section 2: Subunit Documents** – The Subunit shall maintain a Blackboard page (or other electronic database accessible to all Executive Committee members) containing the Bylaws, meeting minutes, correspondence, committee reports, financial records, membership information, and all other pertinent material.

**Section 3: Orientation** – The Executive Committee shall be responsible for thoroughly briefing their successors before change of power occurs.

## **ARTICLE XI. Dissolution**

**Section 1:** Upon dissolution of the Subunit, the Executive Committee shall turn all monies over to the OSU Student Activities Committee for disposal. Other property shall be donated to the OSU Department of Fisheries and Wildlife Sciences, ORAFS, and ORTWS, or similar organizations as necessary.

# **Social Media Policy and Operating Guidelines of the Oregon Chapter of the American Fisheries Society**

Social media is changing the way we work, offering a new model to engage with colleagues, groups, and the world at large. We believe this kind of interaction can help us build stronger, more successful professional relationships. It is a way for us to take part in global conversations related to the work we are doing at the Oregon Chapter of the American Fisheries Society (ORAFS), and things we care about. These are the official policy and supporting guidelines for participating in social media as a representative of ORAFS. This policy and guidelines will evolve and be updated as new social networking tools emerge.

Participation in social computing on behalf of ORAFS is not a right but an opportunity, so please treat it seriously and with respect. Contact the ORAFS External Director ([ExternalDirector@orafs.org](mailto:ExternalDirector@orafs.org)) for more information.

## **1. Terminology**

- Administrators – People authorized by ExCom and given access to ORAFS social media accounts.
- Social Media Chair – The person responsible for overall social media account management, content, and security. The Social Media Chair reports to the External Director.
- ExCom – Executive Committee of the ORAFS Chapter
- Social media platform – Examples include Facebook, Twitter, Google+, LinkedIn, Instagram, blogs, etc and others developed in the future.
- Post – Any information that is placed onto the internet via an ORAFS social media platform by a user.

## **2. Operations**

This section presents an overall operational structure for management of ORAFS social media accounts.

### **2.1. User Approval**

- A. People requesting access to ORAFS social media accounts will make that request in writing (including the specific accounts they want access to and reasons why they want access) to the Social Media Chair and/or the External Director ([ExternalDirector@orafs.org](mailto:ExternalDirector@orafs.org)). The External Director will review these and present them to ExCom for consideration and approval. Approval shall be by a simple majority vote of ExCom.
- B. Approved users will receive passwords for the ORAFS social media accounts as requested by the user. As new social media platforms develop and ORAFS creates accounts, those may be available to authorized users.

## 2.2 Security

- A. Passwords will be changed at least annually (or as required by departure of an authorized user) by either the Social Media Chair or by the External Director.
- B. Users shall be responsible for maintaining passwords to ORAFS accounts in a secure manner and shall not disseminate passwords to non-authorized users.
- C. Users shall immediately notify the Social Media Chair and/or the External Director if security is compromised in any way such that access to an ORAFS account is possible by unauthorized people. If this occurs, the Social Media Chair and/or the External Director will immediately change the appropriate account passwords.
- D. Users are expected to follow the terms and conditions of all social media sites.

## 2.3. Posting

- A. Posts are made according to the guidelines that follow (see Section 2) by individual authorized users. Stick to your area of expertise; write what you know.
- B. It is not necessary to have ExCom approval for individual posts; however, users are expected to be professional, pertinent, and polite with their posted content.
- C. Please know and follow the ORAFS Code of Ethics and the American Fisheries Society's Policy Statement on Advocacy Guidelines.

## 2.4. Monitoring

- A. The Social Media Chair and/or External Director shall either monitor or designate a single person to monitor use of ORAFS social media accounts by others. Use and or posted content not meeting these guidelines may result in removal of access privileges.
- B. Failure to abide by the ORAFS Code of Ethics and the AFS Advocacy Guidelines will put your participation at risk.
- C. If the Social Media Chair and/or the External Director are made aware, either through direct monitoring or reports from third-parties, of inappropriate use or content of an ORAFS social media account by an authorized users they shall take the following actions:
  - 1. Review the posted content in relation to the ORAFS Code of Ethics and the American Fisheries Society's Policy Statement on Advocacy Guidelines and the context in which the post was made (including other posts by that user, conversations, or other material that set the stage).
  - 2. Review the complaint in relation to the posted material and the context in which the post was made.

3. Discuss the post with the user who made the post.
4. Determine if a violation of the Code of Ethics and the American Fisheries Society's Policy Statement on Advocacy Guidelines has occurred or if the user acted outside of this policy.
5. Based on the outcome of this review, the External Director shall bring the issue to the attention of ExCom along with a recommended action. Because the suite of possible scenarios is vast, specific actions are explicitly not specified here but rather left up to the Social Media Chair, External Director, and ultimately ExCom.

### 3. User Guidelines

The following discussion assumes that a user is posting from an ORAFS account and therefore representing ORAFS.

#### 3.1. Disclose

- Ethics: Represent ORAFS ethically and with integrity.
- Be transparent: When appropriate use your real name, identify that you volunteer with ORAFS and be clear about your role.
- Be truthful: If you have a vested interest in something you are discussing, be the first to point it out and be specific about what it is.

#### 3.2. Protect

- Privacy: Do not violate your own privacy or the privacy of others including, AFS, ORAFS, or ExCom. Remember, if you're online, you're on the record; everything on the Internet is public and searchable. What you write is ultimately your responsibility but has ramifications for ORAFS and everyone associated with the chapter.
- Don't tell secrets: Never reveal confidential information. If you're unsure, check with an ORAFS ExCom member. Off-limit topics include: unreleased information, personal information, anything pertaining to litigation, and non-published financials. Also, please respect brand, trademark, copyright, fair use, and trade secrets. Don't use ORAFS logos unless approved by ExCom to do so. If it gives you pause, pause rather than publish.
- Support your point: Anything you publish must be true and not misleading. Provide support for your posts with links to additional information.
- Don't overshare: Post and share information, but also be cautious about the content. Once you post material you usually can't retract it. Being judicious will help make content more crisp and audience-relevant.

### 3.3. Use Common Sense

- Perception is reality: In social media, the lines between public and private, personal and professional are blurred. Just by identifying yourself as an ORAFS member, you are creating perceptions about your expertise and about ORAFS as an organization.
- Add value: There are millions of words out there—make yours helpful and thought-provoking. Communication via social media is most effective when you remember it's a conversation. Build community by posting content that invites responses and then stay engaged. Broaden a dialogue by including others who are working on the same topic. If it helps you, your coworkers, or our partner organizations do their jobs and solve problems; if it helps to improve knowledge or skills; if it contributes directly or indirectly to the improvement of ORAFS' processes and policies; if it builds a sense of community; or if it helps to promote ORAFS' mission, then it is adding value.
- Personal information: Users should minimize posts that are not directly organization or mission-related. Personal background information you choose to share about yourself, such as information about your family or personal interests, may be useful in helping establish a relationship between you and your readers, but in most cases should be done so via personal social media accounts.
- Keep it cool: There can be a fine line between healthy debate and incendiary reaction. Try to frame what you write to invite differing points of view without inflaming others. You don't need to respond to every criticism or barb. Be careful and considerate.
- Making mistakes: Did you screw up? If you make a mistake, admit it. Be upfront and be quick with your correction. If you're posting to a blog, you may choose to modify an earlier post—just make it clear that you have done so.

The ORAFS Social Media Guidelines have been adapted from Intel's and IBM's excellent policies.

**Drafted:** July 16, 2012

**Revised:** September 30, 2012

**Approved: October 11, 2012**

# Oregon Chapter of the American Fisheries Society

## Financial Assistance and Fee Waiver Policies and Guidelines for Chapter Sponsored Events

Participation by members of the Oregon Chapter of the American Fisheries (ORAFS or Chapter) in annual meetings and symposia is critical to the function and success of the Chapter. Registration fees generate revenue that is essential to functionality and attaining the Chapter's goals. This document is a guide for determining eligibility of ORAFS members or associated participants (defined below) for financial assistance or fee waivers for Chapter events, including annual meetings, conferences, and special symposia. To request financial assistance or waivers from ORAFS, an applicant must first determine if they are eligible using the guidelines below. After determining their eligibility, the applicant should contact the ORAFS President at [president@orafs.org](mailto:president@orafs.org) or access waiver documents at [www.orafs.org](http://www.orafs.org).

### **1. Participants Eligible for Financial Assistance or Fee Waivers**

Interested persons who have a demonstrable financial need may qualify for financial assistance or fee waivers at the discretion of the ORAFS Executive Committee, provided that they meet the eligibility requirements stated below. The Chapter cannot guarantee financial assistance or fee waivers to all applicants.

**Workshop Organizer and/or Lead Presenter-** Registration fees may be waived for the workshop organizer or the lead presenter of a Chapter-sponsored event.

**Legislative Liaison-** Registration fees may be waived for the ORAFS Legislative Liaison to attend a Chapter-sponsored event.

**Executive Committee-** Registration fees may be waived and lodging fees may be reimbursed for ORAFS Executive Committee officers for a Chapter-sponsored event.

**Plenary Speakers-** Registration waiver, lodging fees, travel expenses (within a pre-defined, mutually agreed-to and reasonable amount), and a \$500 honorarium may be provided to Plenary Session speakers at a Chapter-sponsored event.

**Professionals-** "Fish Out of Water" waivers may be issued to off-set registration fees for a Chapter-sponsored event for professionals who are ORAFS members. Fish Out of Water waiver application forms will be posted to [orafs.org](http://orafs.org). Waivers will be issued on a first-come, first-served basis to qualifying professionals. The number of waivers for a Chapter-sponsored event will be determined by the ORAFS Executive Committee prior to the event.

**Students-** Discounted student registration fees are generally available for students at Chapter-sponsored events. The "Student" registration rate will, at a minimum, cover the estimated per person food and beverage cost for the student attendee. When available, ORAFS will provide a limited number of rooms for student volunteers at a Chapter-sponsored event. For students to qualify for these rooms, they will be required to volunteer a nominal number of hours during the Chapter-sponsored event. Student volunteer responsibilities, number of volunteers needed, and the number of volunteer hours required will be determined by the ORAFS Executive Committee prior to the event. Volunteer requirements will be posted on the ORAFS website. The ORAFS Vice President or a volunteer coordinator will be responsible for overseeing and assigning volunteers.



**Media-** A limited number of reduced registrations may be provided for members of the media. The number and price of the discounted registration will be determined by the ORAFS Executive Committee prior to the event.

**Vendors-** One registration waiver will be included as part of the vendor registration for Chapter-sponsored events.

**Sponsors-** Sponsorships may include a limited number of registration waivers depending on the level of the sponsorship (see table below). Sponsorship by an organization does NOT provide a blanket registration for all its employees/members to attend.

Sponsorship Level	Amount	Registration Waivers
Platinum	> \$10,000	4
Gold	\$5,000 - \$9,999	3
Silver	\$1,000 - \$4,999	2
Bronze	\$ 500- \$999	1

## 2. Participants Not Eligible for Financial Assistance or Fee Waivers

The following participants are not eligible for financial assistance or fee waivers, unless they are covered under Section 1.

**Moderators-** Attendees who moderate a session or series of presentations at a Chapter event are not eligible for waivers or cost reimbursements.

**Presenters-** Attendees who are either invited, volunteer to give a presentation, or prepare a poster at a Chapter event are not eligible for waivers or cost reimbursements.

**Groups-** Attendees, who register for a Chapter event as part of a larger group, are not eligible for waivers, group discounts, or reimbursements of costs.

## 3. Refunds/Cancellations

Cancellations and refunds will only be accepted up to the cancellation date, which will be posted on the ORAFS website. After the cancellation date, registrations can be transferred to another person if necessary at no cost. All refunds will be charged a \$25 cancellation fee to cover the service charges associated with the registration website. Cancellations, refunds, and transfer request should be sent to the Treasurer at [Treasurer@orafs.org](mailto:Treasurer@orafs.org).

**Drafted:** May 12, 2015

**Revised:** June 8, 2015

**Approved:** July 8, 2015

**OREGON CHAPTER OF THE AMERICAN FISHERIES SOCIETY  
FINANCIAL SUSTAINABILITY PLAN AND INVESTMENT POLICY**



Oregon Chapter of the American Fisheries Society

Executive Committee

September 5, 2016

**Oregon Chapter of the American Fisheries Society**

## - Financial Sustainability Plan –

### 1. Introduction

The Oregon Chapter of the American Fisheries Society (ORAFS) is a nonprofit organization dedicated to sound stewardship of Oregon's aquatic resources, primarily through the education of aquatic resource professionals and the distribution of information to resource stakeholders. The ORAFS mission is to improve the conservation and sustainability of Oregon fishery resources and their aquatic ecosystems for long-term public benefit by advancing science, education and public discourse concerning fisheries and aquatic science and by promoting the development of fisheries professionals.

This Financial Sustainability Plan and accompanying Investment Policy were prepared by the ORAFS Executive Committee (ExCom). This plan is intended to guide the Chapter membership and its ExCom in managing and spending the Chapter's financial assets. The ExCom is responsible for ensuring that the guidelines in this plan are followed to the extent practicable. Unforeseen events will arise, and the ExCom shall have the flexibility to make decisions about the Chapter's financial resources, or consult the Chapter membership, as the situation warrants.

### 2. Financial Sustainability Goals Statement

The long-term financial goal of the Chapter is to be economically solvent while using Chapter resources for various membership services, and to encourage sound scientific research and enlightened management of Oregon's aquatic resources. To these ends, the Chapter may use its financial resources to support continuing education and information exchange among aquatic resource professionals, student participation in Chapter events, and special projects that are compatible with the Chapter's mission. It is desirable, but not imperative, that each Chapter activity or event yield a net profit. However, to maintain financial solvency within any fiscal year, it is critical that the Chapter balance its financial obligations with its revenue base, including adapting to variable investment returns and proceeds from Chapter activities. Because of these uncertainties, this Financial Sustainability Plan is intended to provide general policy guidance and is not meant to be a specific spending plan.

### 3. ORAFS Annual Budget

The ORAFS fiscal year begins May 1 and ends the following April 30. The annual budget, which is updated each fiscal year, includes two parts: the Operating Budget and the Annual Meeting Budget.

1. The Operating Budget includes all expenditures in pursuit of the core Chapter goals and operations. The Operating Budget is funded by revenue from membership dues, AFS member rebates, donations, other activities, and net revenue from the ORAFS Annual Meeting. The Operating Budget net expenditures should not exceed the Annual Meeting net revenue.

Items in the Operating Budget should be accompanied by corresponding items in the Work Plan that outline and explain the expenditures. The Chapter should also prepare a legacy document that explains how/why/when Operating Budget line items were created and include an expiration date if applicable.

2. The Annual Meeting Budget includes all expenditures for the Chapter's Annual

Meeting and the revenue from registrations, sponsorships, raffle and auction, and other sales generated by the Annual Meeting.

### **Income**

The majority of the Chapter's income is generated by the Annual Meeting net revenue. Other sources of income include: workshop registration fees, ORAFS member dues, AFS member rebate (AFS pays ORAFS 3% of member dues for each regular member who lists an Oregon mailing address), donations, royalties from past ORAFS publications, ORAFS branded gear sales, and interest on checking, savings, and investment accounts. Intermittent (about once every 5-10 years) income is received from hosting WDAFS or AFS meetings. Income from hosting WDAFS and AFS meetings is usually much larger than income from ORAFS Annual Meetings.

### **Expenses**

The majority of the Chapter's expenses are related to fulfilling the Chapter's mission and are outlined in the annual work plan. Expenses include student scholarships, education and outreach grants to K-12 educators, supporting members' professional development opportunities, recognizing fisheries professionals through professional awards, and hosting the Annual Meeting.

## **4. Financial Sustainability Plan**

The Financial Sustainability Plan includes three buckets: 1) One Year Operating Budget, 2) Second Year Operating Budget, and 3) ORAFS Investment Account.

### **One Year Operating Budget**

Funds to support a One Year Operating Budget (OYOB) (i.e., revenue minus expenditures) should be maintained in the Chapter's checking account and remain fluid. As of 2016, a typical OYOB allocation is \$45,000. The following guidance should be considered in managing the OYOB.

1. The expected Annual Meeting net revenue will aide in determining the Operating Budget for the subsequent fiscal year. The annual Operating Budget should not exceed the expected Annual Meeting/workshop/symposia net revenue.
2. The current OYOB amount should be based on the recent three-year average operating expenditures and should be maintained in the ORAFS checking account (or split between checking/savings if appropriate).
3. The actual annual Operating Budget should be at or below the recent three year net operating expenditures unless justified by the ORAFS President, and with approval by ExCom.
4. The three year average of ORAFS member dues and AFS member rebates should be considered when creating the annual Operating Budget. Using the three year average accounts for fluctuating membership levels and related net revenue.
5. Received and/or expected revenues from WDAFS or AFS meetings should not be considered while constructing the annual Operating Budget for the upcoming fiscal year. These meetings rarely occur and may be less profitable to the Chapter in the future due to changes in AFS meeting management.

## **Second Year Operating Budget**

The Second Year Reserve Operating Budget (\$45,000) should be held in a high interest savings account or short-term/rotating certificates of deposit (CDs) that can be easily transferable if needed.

1. ORAFS should maintain a savings account or CDs with an effort to maximize financial return with minimum risk while also maintaining fluidity between checking, savings, and CD accounts.
2. The savings account or CD account should allow for easy, free (or at least low cost) transfers to and from the checking account.

## **ORAFS Investment Account**

Funds exceeding the First Year and Second Year Reserve Operating Budget (\$90,000 total) should be invested in the ORAFS Investment Account.

1. An investment account was established with Charles Schwab in April 2016 to invest funds that have been maintained in an ORAFS savings account (\$100,000) and proceeds that were generated from the 2015 AFS Annual Meeting in Portland (\$124,000). The \$100,000 in the ORAFS savings account was largely derived from the 2008 WDAFS Annual Meeting profit and other funds previously invested in a mutual fund account maintained by ORAFS in the early to mid-2000s.
2. The investment account is managed by the ORAFS Financial Sustainability Committee. The investment account management seeks to achieve long-term growth with moderate risk while providing a 2-3% annual cash flow to help support the ORAFS scholarship programs. The Financial Sustainability Committee may elect to increase distributions from the Investment Account to support programs as long as distributions come from account appreciation and not principal.
3. Funds exceeding the Two Year Reserve Operating Budget (\$90,000) should be transferred from the ORAFS checking/savings/CD accounts into the investment account.
4. New programs/grants/scholarships/awards should be accompanied by a legacy document indicating the timeline and end date (if applicable).
5. ORAFS will maintain current investments in the WDAFS endowment fund in order to support WDAFS and maintain our relationship.
6. The investment account is not intended to provide financial relief to the Two Year Reserve Operating Budget. If the Two Year Reserve Operating Budget begins to trend downwards, ExCom should review Chapter costs and revenues and adjust operations accordingly.

# Oregon Chapter of the American Fisheries Society

## - Investment Policy -

### 1. Investment Policy Goals Statement

The goals of the ORAFS Investment Account are to maximize returns within acceptable risk parameters, safeguard principal, and generate capital. The ORAFS Financial Sustainability Committee will facilitate regular evaluation and reporting to the ORAFS Executive Committee (ExCom) on investment account performance.

### 2. Operating Funds

The purpose of operating funds is to contribute cash in support of ORAFS annual scholarship programs. Cash is to be derived either from dividends, bond redemptions, or selling investment account holdings in excess of the invested principal. The ORAFS Financial Sustainability Committee and ExCom should maintain communication to determine the annual cash needs to support ORAFS scholarship programs. These funds are divided between Restricted Funds and Unrestricted Funds derived from the existing reserves and new membership dues.

ExCom defines on an annual basis the unrestricted cash flow required for the Operating Budget, which shall be deposited in bank accounts for Operating Funds for use in fulfilling annual budget requirements (see *ORAFS Financial Sustainability Plan*).

Additional funds for anticipated extraordinary expenses will be deposited into the Second Year Reserve Operating Budget which is to be maintained either in a savings account or a revolving certificates of deposit (CD) ladder. One goal for the Second Year Reserve Operating Budget is to maintain fluid funds that earn a moderate return in excess of maintain the funds in a checking account. A second goal is to hold 2 years of operating funds (in combination with the One Year Operating Budget) so that funds need not be removed from the investment account when the market is in recession; in other words, it helps ORAFS buffer major and minor stock market fluctuations.

The investment strategy is to preserve principal, annually generate cash for the scholarship program, and long-term capital growth. The annual cash yield target is 2-3%. The long-term total capital growth target for the account (appreciation and dividends) is 5-6%.

### 3. Unrestricted and Restricted Long Term Reserve Funds

The purpose of the Unrestricted Long Term Reserve is to provide a reserve to protect the ability of ORAFS to carry out its functions in times of adversity, to enable it to take advantage of special opportunities for increased service to its members, to enhance the purchasing power of funds held for future expenditure, and to maintain the financial stability of ORAFS.

Restricted Long Term Reserves may be occasionally established, for example for a scholarship fund. When such programs are established, the circumstances of their formation are to be formalized in the ORAFS records and archives. The reason for the program's origin, the originators, any financial contribution in the name of the program, and the program's term are to be defined.

## Spending Policy

In recognition that the investment account's purpose is to benefit ORAFS members, funds will be directed towards supporting the ORAFS student scholarship program. The spending policy for the Unrestricted Long Term Reserve and any Restricted Long Term Reserves will be approved annually by ExCom with input provided by the Financial Sustainability Committee. Generally, the spending policy will be based on the accumulation of dividends, bond coupons and redemptions, or sales that generate capital in excess of the principal. Target payouts from the Unrestricted Long Term Reserve will be 2-3% per year. Payouts from Restricted Long Term Reserves will also be 2-3% unless specified by the charter that established the Restricted Long Term Reserves. Excom and the Financial Sustainability Committee may review the spending policy on an annual basis in light of market conditions, investment account performance, and Operating Budget needs.

## Portfolio Objectives

The objectives of the investment account are to maximize returns without exposure to undue risk, as defined herein. The investment strategy assumes up to a 10-year holding period, with limited potential for withdrawals from appreciation on a short term basis according to the Spending Policy. It is understood that fluctuating rates of return are characteristic of the securities markets. The primary concern should be long-term appreciation of assets and consistency of total return from the portfolio. Recognizing that short-term market fluctuations may cause variations in the account performance, the portfolio is expected to achieve the following objectives over a five-year moving time period:

1. The account's total return from the equity portion of the portfolio will be compared with that of the Standard & Poor's (S&P) 500 Total Return Index. On a quarter-to-quarter basis, the actual returns will fluctuate and can be expected to exceed the target about half the time and about half the time the returns are expected to be below the target. The equity portion of the account may consist of stocks, mutual funds, exchange traded funds, and other investments that seek to achieve total return.
2. The account's total return from the fixed income portion of the portfolio will be compared to the total return in the Barclay Capital Aggregate Bond Index. On a quarter-to-quarter basis, the actual returns will fluctuate and can be expected to exceed the target about half the time and about half the time the returns are expected to be below the target. The fixed income portion of the portfolio may be comprised of bonds, bond funds, high yield stocks and stock funds, and other high yield instruments.
3. The portfolio may include assets with short-term (up to 18 months) expectations for income with limited risk, as well as assets with long-term appreciation (ten years or more) in which a higher degree of risk and volatility can be expected, accompanied by a higher expectation of return. When ExCom anticipates extraordinary expenditures, according to the Spending Policy, funds to meet those expenditures will be redeemed from longer term investments and maintained until needed in investment options with ultra short income or guarantees of principal, for example in the savings account or CDs.

## 4. Detailed Investment Guidelines

For the Unrestricted and Restricted Long Term Reserves, the investment policies and restrictions presented in this statement serve as a framework to achieve the investment objectives at the level of

risk deemed acceptable using a “moderate” investment model for income and growth. These policies and restrictions are designed to minimize interference with the efforts to attain the overall objectives, and to minimize the probability of excluding appropriate investment opportunities.

The following investments and investment activities are prohibited:

1. Private placements;
2. Letter stocks;
3. Derivatives. However, to the extent that mutual funds are used, the mutual funds may buy or sell derivatives for the purpose of managing portfolio risk;
4. Commodities or commodity contracts, except insofar as they are part of a highly diversified mutual fund;
5. Short sales;
6. Margin transactions; and
7. Any highly speculative investment activities.

**Types of Investment:** The Financial Sustainability Committee does not exclude any specific companies or sectors of the market other than those noted above. It is expected that mutual funds will be used to take advantage of professional money management and a broad diversity of holdings at low cost. However, unmanaged, index-based Exchange Traded Funds (ETFs) may be considered as appropriate for some of the core holdings and to reduce costs, and individual stock or bond holdings are not excluded. Investments should also consider the ORAFS mission statement and minimize exposure to investments that conflict with the ORAFS mission statement.

**Target Asset Mix:** The portfolio shall be comprised of the asset classes listed in the table below. The target weight is the desired weight for each asset class. The minimum and maximum weights are to allow for normal market fluctuations and periodic changes in market conditions or organizational needs.

ASSET CLASS	MINIMUM WEIGHT	TARGET WEIGHT	MAXIMUM WEIGHT
EQUITY	40%	70%	75%
FIXED INCOME	25%	30%	60%

The Financial Sustainability Committee shall review with an investment advisor the balance of the portfolio according to the target weights no less often than semi-annually, after the end of the fiscal year and 6 months later. At such time, the rebalancing or substitution of funds shall be authorized, as recommended, to meet the investment objectives and guidelines, as well as potential spending needs. The Financial Sustainability Committee will report to ExCom on changes to the investment portfolio following portfolio changes.

**Equity Asset Class:** Large, midsized and small company stocks and international holdings may be represented, depending on market conditions. At least 40% of the Equity Asset Class will be in large



company stocks of both the U.S. and other developed countries, no more than 20% in small company, and no more than 15% in international emerging markets stocks.

The equity mutual fund selections will be made to include both value-oriented managers and growth-oriented managers in a proportion that reflects market conditions. Equity mutual funds/ETFs will be selected with the objective of exceeding a nationally recognized index measuring the performance of the designated sector over a five-year moving time period, net of fees.

**Fixed Income Asset Class:** A diversity of fixed income securities should be represented from short to long term, depending on market conditions, as well as no more than 25% international bond funds within the Fixed Income Asset Class, and no more than 15% high yield, lower than investment grade, bonds. These investments will be reviewed on an as-needed basis, but no less often than twice a year, for consideration of rebalancing and bond mutual fund changes in order to pursue opportunities presented by changes in interest rates, credit ratings, and maturity premiums.

**Selection Criteria for Mutual Funds and ETFs:** The criteria for selecting mutual funds will be a record of both higher net average annual returns and lower risk, as measured by Standard Deviation, than an accepted industry index for the given category and asset class, for at least two of the rolling 3, 5 and 10 year periods in which records are available. It is acknowledged that past performance is no guarantee or prediction of future performance. Stability of fund management and the degree to which a fund adheres to its declared investment style category will also be taken into consideration. Changes in fund selections will also be considered when there is a fund management change.

**Investment Timing:** The Financial Sustainability Committee should invest available funds periodically, and when possible, purchase equities when market sentiment and market value is low. Dollar cost averaging or purchasing equities that are unreasonably out of favor provide opportunities to spread risk over time.

## **5. Periodic Review of Portfolio Performance**

The Unrestricted and Restricted Reserve Fund portfolios will be evaluated at least semi-annually, at the end of the Fiscal Year and 6 months thereafter, on a total return basis, net of fees. Returns and risk levels will be compared to the Standard and Poor's 500 Total Return Index, the Barclay Capital Aggregate Bond Index, and other indices comparable to portfolio allocations. Comparisons will show semi-annual Fiscal Year, year-to-date, and multi-period results, using available financial software, such as that provided by Morningstar Associates.

A written report will be prepared by the Financial Sustainability Committee for presentation at the next regularly scheduled ExCom meeting. The report will summarize the evaluation of Total Returns above and provide a breakdown of realized and unrealized gains. The Financial Sustainability Committee is also expected to advise of any extraordinary circumstances in the securities markets and recommended changes, and to respond to reasonable market and portfolio queries at least quarterly outside of the scheduled evaluation schedule.

## **6. Investment Advisor's Role**

The Financial Sustainability Committee may choose to retain an Investment Advisor to provide periodic review of the portfolio holdings, performance, and to offer suggestions on rebalancing the portfolio. It will be at the Financial Sustainability Committee's discretion to research and select an Investment Advisor. The Financial Sustainability Committee may retain an Investment Advisor based

on credentials in investment strategies, years in the business, experience with similar organizations, types of portfolios used, and fee levels. Equally important is the Investment Advisor's ability to evaluate and rebalance the portfolio. The Investment Advisor should be able to explain the need for rebalancing, market conditions and forecasts, and to relate well to Financial Sustainability Committee members and the ExCom.

Investment portfolio management will be the purview of the Financial Sustainability Committee. An Investment Advisor should be compensated based on a fee for service structure as the investment portfolio will not require frequent trades and intensive Investment Advisor participation in the day-to-day portfolio management is not expected. Because fees reduce returns on investments, Investment Advisor selection should take into consideration not only the assistance expected, but also the costs.

## **7. Financial Sustainability Committee Membership**

The Financial Sustainability Committee membership is open to interested ORAFS members. The ORAFS Past President and Treasurer, or their designees, are also to participate on the Committee. Participation between the Past President and Treasurer and the Financial Sustainability Committee is necessary for ensuring continuity and communication between ExCom and the Financial Sustainability Committee. Committee members should include a majority of individuals with investment experience. Long-term (3-5 years) engagement of Financial Sustainability Committee members is preferable for ensuring continuity and institutional knowledge.