

American Fisheries Society Governing Board Meeting

August 15, 2015

Portland Hilton Hotel, Portland, Oregon

Minutes of the Meeting

Participants

Governing Board Members :

Donna Parrish, President

Ron Essig, President-elect

Joe Margraf, First Vice-president

Steve McMullin, 2nd Vice-president

John Cooper, President, Northeastern Division

Kristen Ferry, President-elect, Northeastern Division

Vince Travnichuk, President, North Central Division

Melissa Wuellner, President-elect, North Central Division

Dennis Riecke, President, Southern Division

Dave Coughlan, Pres-Elect, Southern Division

Hilda Sexauer, President, Western Division

Jim Bowker, President - Elect, Western Division

Laura Wildman, President, Bioengineering

Jack Imhof, President, Canadian Aquatic Res. Section

Myron Peck, President, Early Life History Section

Craig Paukert, President, Education Section

Marybeth Brey, President, Equal Opportunities Section

Abigail Franklin Archer, President, Estuaries Section

Jesse Trushenski, President, Fish Culture Section

John Sweka, President, Fish Habitat Section

Tom Bigford, President-elect, Fish Habitat Section

Rod Getchell, President Fish Health Section

Mike Stone, President, Fisheries Administrators Section

Thom Litts, President, Fish Information & Technology Section

Mark Porath, President, Fisheries Management Section

Jeffrey Olsen, President, Genetics Section

Bill Franzin, President, International Fisheries Section

Pam Fuller, President, Introduced Fish Section

Ben Walther, President, Marine Fisheries Section

Mark Shrimpton, President, Physiology Section

Tom Lang, President, Socio-Economics Section

Margaret Murphy, President, Water Quality Section

AFS Staff: Doug Austen, Dan Cassidy, Jasmine Sewell, Beth Beard

Constitutional Consultants: Jessica Mistak and John Boreman (Apprentice)

Guest: Gwen White, Hanna Krugman, Cindy Williams, Jeff Billington and Leonard Greenberg (Potomac Communications Group), Karen Dunmall, Andrew Carlson, Mike Garelo

Minutes of the Meeting

Note that the 2015 Governing Board Briefing Book, available on the AFS web site, includes detailed reports from Governing Board members on activities of the units and committees as well as the President's and Executive Director's plan-of-work and budget documents.

1. Quorum confirmed (by Mistak) and meeting called to order at 8:00 a.m. by Parrish

2. Announcement of Proxies

Ken Kurzawski for Mike Stone, Fisheries Administrators Section
Doug Munson for Rod Getchell, Fish Health Section

3. Approval of Agenda

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

4. Approval of Minutes - February 2015 Governing Board Mid-Year Meeting

Motion by Porath, 2nd by Brey. Passed by unanimous consent

5. President's Opening Remarks

- a. Essig review key roles of the Governing Board
 - i. To conduct society business
 - ii. Helping to guide the society on strategic planning
- b. Essig review protocols for the Governing Board meeting
 - i. Use microphone
 - ii. Be recognized to speak
 - iii. Turn card on end and you will be recognized
 - iv. Try to keep comments short
 - v. Make your point twice

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

Essig referred to his plan of work which was previously submitted to the Governing Board members for their review. A couple of key points were noted:

- a. Let members know about officer travel to other countries
- b. Implement the strategic plan into daily society business
- c. Looking into the potential of doing a joint annual meeting with The Wildlife Society

Motion by McMullin, 2nd by Coughlan. Passed by unanimous consent

7. Executive Director's Report

Austen provided a brief review of AFS activities with the following highlights. Details are provided in the Briefing book.

- a. The communications plan developed by Potomac Communications Group (PCG) with direction from the Communications Committee is being submitted for Governing Board discussion and has moved from a phase of contractual work by PCG to an AFS internal process of implementation.
- b. Continuing Education (CE) – several questions were raised after the review of CE at the Portland meeting
 - i. Walther- What kind of continuing education courses does AFS want to have, some sections would like to develop their own continuing education classes? Austen response was that the CE committee and staff have done membership surveys to develop an understanding of CE needs. Also, course are developed and submitted by the host annual meeting organizing committee to reflect regional needs.
 - ii. Bowker- Most of the CE classes are science based course, can we have non science based CE courses that are free. This might include financial planning or other such courses that would be a member benefit.
 - iii. Reicke – The instructors have to go through a long approval process, can we make it easier to get approved?
 - iv. Austen- Continuing Education can be done through distant learning and continuing education material, and podcasts
- c. Membership numbers from 2014 to 2015. Litts asked if the Society is doing better than Seattle? What is our retention? Austen response was that Portland meeting registration won't exceed Seattle but that membership numbers have improved in the past year (referred to the Executive Directors presentation and membership charts)
- d. Murphy- Is there an automatic renewal option? Austen response is that there currently is no automatic renewal option. AFS should explore this option and evaluate how well it is working for other societies.
- e. Auditor's Report (Austen referred to the Audit Committee report in the briefing book)
- f. Overview of Budget (Refer to Cassidy's Financial Report). Cassidy provided the following highlights
 - i. 2016 is an investment budget with an expected deficit that we anticipate will be recovered upon full development of new program areas.
 - ii. AFS is moving from an antiquated budget format that is non-function, line-based to a programmatic budget that will allow for assessment of program performance. This will require modification to the financial management software used by AFS but is fully supported by the current software (Great Plains, now Microsoft Dynamics GP)
 - iii. The proposed 2016 budget includes expanded support for membership development, communications development, and specific lines for staffing cost and travel that was not tracked in sufficient detail in the past.
 - iv. AFS staff are also working on expanding our outside grant opportunities. Beginning with the 2015 budget and through FY 2017, AFS is working with the National Climate Change and Wildlife Science Center, U. S. Geological Survey, on an agreement

through Cornell University (through a funding mechanism as a member of the Cooperative Ecosystem Studies Unit program) to manage the reviews of the eight regional Climate Science Centers.

8. Constitutional Consultant's Report

Parliamentary Note- The Procedures may be suspended or amended by a simple majority vote of the Governing Board. If passed by the Governing Board, the Rules may be amended by a simple majority of Active Members voting at the annual Society meeting.

- a. **Recommended Motion:** Amend the Society's Rules to more accurately reflect the current duties and roles of the Governing Board and Management Committee as follows:
- 4.E. The Governing Board decides Society policies, ~~approves the annual budget as presented by the Management Committee, and transacts other necessary Society business.~~ leads Society strategic planning initiatives, and reviews Society business matters that need membership approval.
 - 5.D. The Management Committee meets monthly and handles general oversight of Society operations including budget approval; Executive Director activities and, through him/her, staff activities; society-wide meetings; communications with membership, external partners, and government entities; and matters related to and affecting Society Procedures.
 - Replace "Governing Board" with "Management Committee" as needed to throughout the Rules to reflect delegation of responsibilities.

Background for Motion: As part of the 2013 Governing Board Retreat in Little Rock, several recommendations of the Special Committee on Society Governance were adopted, including a motion to "delegate additional authority to the Management Committee to facilitate the Governing Board's ability to focus on issues involving strategic planning, accountability, and the President's plan of work." We have been operating under that model for approximately 2 years and it is working well and has allowed for more efficiency.

Motion by Jim Bowker, 2nd by Joe Margraf. Passed by unanimous consent

- b. **Recommended Motion:** Amend the Society's Rules to remove the Time and Place Standing Committee:

~~14.B.xxviii. TIME AND PLACE COMMITTEE generates competitive proposals for the future site of the annual Society meeting, from which the Governing Board shall choose one site.~~

Background for Motion: After much discussion among the Management Committee, it was determined that the Society's processes could be streamlined by removing the Time and

Place Committee Standing Committee. There could be occasions when the Time and Place committee members do not have as much knowledge or background information as perhaps the Management Committee or officers when it comes to evaluation of bids, especially given the recent pursuit of different meeting models (e.g., joint meeting with The Wildlife Society).

Rather than hastily recommend elimination of the Time and Place Committee, the Management Committee passed a motion to recommend the Governing Board to suspend rules related to the Time and Place committee and render the Time and Place committee as inactive for the coming year. This motion was considered and passed by the Incoming Governing Board on August 21, 2014. The Management Committee again discussed this issue on January 20, 2015 and agreed to recommend a motion to the Governing Board to eliminate the Time and Place Committee.

Motion by Ron Essig, 2nd by Jim Bowker. Passed by unanimous consent

- c. **Recommended Motion:** Amend the Society's Rules to modify the Young Professional membership category to extend to 5 years after graduation, as opposed to 3 years, as follows:

10. Dues, Fees, and Charges

B. Members in the following categories pay dues as specified.

- ii. Young Professionals, defined as recent school graduates up to ~~three~~ 5 years after graduation, pay no more than one-half of the general dues.

Background for Motion: This motion was presented by the Fisheries Management Section Management Section's Young Professional committee to improve retention of Young Professionals to full members. This motion was considered and approved by the Management Committee in March 2015.

Note- If passed by the Governing Board, the Rules may be amended by a simple majority of Active Members voting at the annual Society meeting.

Motion by Ferry, 2nd by Tom Lang. Passed by unanimous consent

9. Resource Policy Committee Recommended Motion:

The Governing Board approves sending the Position Paper and AFS Policy Statement on Mining and Fossil Fuel Extraction to the membership for a vote at the Portland Business Meeting.

Background for Motion: From September 2012 to September 2013, an 11-member mining subcommittee of the Society Resource Policy Committee wrote Drafts 1 and 2 of the AFS position

paper and policy statement on mining and fossil fuel extraction. During its September 2013 meeting, the Society Governing Board approved sending Draft 2 to the membership for comment. That draft was posted on the Society website and a summary and call for comments was published in the December 2013 Fisheries. The public comment period on Draft 2 ended February 2014. Following those comments, Draft 2 was revised into Draft 3 and a point-by-point response to the comments received was completed in June 2014 and reviewed by the Resource Policy Committee and the Management Committee. Further revisions and additions of two mining engineers to the authorship were recommended. Draft 4 was sent to the Management Committee for review in March 2015 and it was approved unanimously by the Management Committee during its May 2015 meeting.

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

10. Special Committee on Development Recommended Motion:

Move to approve a formal development program based on the Operating Guidance provided by the Special Committee on Development.

Background for Motion: A Special Committee was established in December 2014 to “develop operating guidance for a development program to enhance revenue”. The committee reported back to the Management Committee during the June and July 2015 monthly calls. On July 21, 2015, the Management Committee passed a motion to recommend to the Governing Board approval of a formal development program.

Motion by Wildman, 2nd by Murphy. Passed by unanimous consent

11. Special Education Committee Retreat and Communications Special Committee Report - Gwen White

See attachment #1 below for report on communications retreat

12. Round Robin Review of other reports (Divisions, Sections, Committees, and Liaisons)

- Northeastern Division (Ferry) - Active with chapter meetings successful, 2015 Northeastern Division meeting in Rhode Island and continuing to explore location for 2016 meeting.
- North Central Division (Tranvick) – Report stands as written and looking forward to the 2016 AFS annual meeting in Kansas City. Wuellner revised their way participants evaluated applications updating continuing education courses and they revised the NCD evaluation process
- Southern Division (Riecke)- Report stands as written
- Western Division (Sexauer) – Provided \$15,000 to student travel to Portland meeting. Of that amount, \$5,000 went to non USA members to assist them to come to the meeting, matched by the chapters. Division has been active in policy issues such as Susitna and Pebble mine. Also

noted that members have been experiencing problems with agency travel approval to allow them to go this Annual meeting

- Bioengineering Section (Wildman) - Report stands as written. Section hosted several successful webinars (4 presented) with sponship by private companies. Fish passage conference held in Netherlands very successful. World Fish Migration day May 21, 2016.
- Canadian Resources Section (Imhof) – No report.
- Education Section (Paukert) – Allocation \$25,000 in section budget for Skinner Fund challenge program where they would match contributions to the Skinner Fund, dollar per dollar. Specific request to sections, chapters and divisions to provide funds to Skinner.
- Equal Opportunities Section (Frey)- stand as written. Highlighted they were able to fund five student travel awards. Section is bringing back their luncheon this year which had not been held in recent years due to lack of funding and participation.
- Estuaries Section (Archer) - Noted the “Monsters of Stock Assessment workshop”
- Fish Culture Section (Trushenski) – Report stands as written. HaMAR completed this year. Considerations Guidance Document published in North American Journal of Aquaculture. Governing Board reports – add questions about most unique or interesting activity that they accomplished this year. Suggested that all units add Google Analytics to their web site.
- Fish Habitat Section (Sweka) - Developed five symposia in Portland with one specifically focused on National Fish Habitat Plan (NFHP). Working with NFHP on habitat achievement award.
- Fish Health Section (Getchall) - QA-QC committee is working on stepwise accreditation for small laboratories. FDA center for veterinary medicine is going to recommend that only veterinarians will be able to dispense anti-biotics. FHS working on some options that will allow non-DVM's to dispense in certain circumstances.
- Fisheries Administrators Section (Kurzawski) – Sport Fish Awards continues to be a great way to highlight accomplishments of SFR program administrators and market AFS.
- Fisheries Information and Technology Section (Litts) – Report stands as written. FAMS software being sold and sales up to \$14K. FITS coordinating two symposia at PDX. Annual Governing Board reporting tool for online GB reporting is being developed. Will be discussed more at FITS meeting.
- Genetics Section (Olsen) - Report stands as written. Highlighted a new award for young professionals.
- International Fish Section (Franzin) - Report-stands as written.
- Estuaries Section and Marine Fisheries Section – organized a joint social meeting. Noted that the section has a new chair of the student travel award
- Fish Physiology Section-
- Socioeconomics Section- financially at \$ 4,000 dollars short \$500, new president highlight they had 100 members this year's 20 were students and young professionals. There are now 187 members with free membership to students and young professionals
- Water Quality Section (Murphy) – Report stands as submitted. Murphy noted that 65% of section membership is students and that all student memberships are free
- Fisheries Management Section (Porath) - Trial young professional exchange program (Rebecca Krogman is recipient)

- Student subsection – Noted the travel awards to Portland meeting and that they have a “how to series”

13. New Business

- a. Franzin – The International Fisheries Section is requesting that AFS participates as a financial sponsor of the International Fisheries Prize, at an appropriate level, along with other member societies in the WCFS, with the amount of \$500-1,000 USD. Background to motion: this award is given every 4 years and will be a onetime donation. IFS notes that the award recognizes the recipient with medal and prize
 - i. Motion by Franzin: IFS moves that AFS participate at an appropriate level, along with other member societies in the WCFS, in the funding of the International Fisheries Science Prize
Franzin motioned; 2nd by Murphy
 - ii. Amendment proposed: replace “appropriate level” with a specified contribution of \$750.00.
Trushenski motioned; 2nd by Bowker
After additional discussion, Trushenski withdraws motion
 - iii. Amendment proposed: replace “appropriate level” with a specified contribution of \$1,000.00.
Motion by Margraf; 2nd by Trushenski. Passed by unanimous consent
- b. No other new business

14. Meeting Adjourned at 5:00 p.m.

Attachment Number 1

Report on the AFS Governing Board Retreat on Communications

Saturday, August 15, 2015

Portland, Oregon

Overview:

In late 2014, AFS President Donna Parrish established a Special Committee on Communications. This committee was chaired by Gwen White and included Parrish, Ron Essig, Steve McMullin, and Doug Austen. Through a request for proposals developed by White and approved by the committee and with funding authorization from the Management Committee, AFS contracted with Potomac Communications Group (PCG) to develop a strategic plan for communications. Work on the plan was initiated in early 2015 and included a telephone survey of 29 AFS members and selected other individuals on communications issues, a several hour work session with the Governing Board at their 2015 mid-year meeting in Savannah, Georgia, as well as other activities. As the final product from the PCG contract, the Governing Board, meeting on August 15, 2015, in Portland, Oregon, dedicated a one-half day segment of the meeting to communications discussion. This included a general introduction by Gwen White (Appendix A) and report by PCG representatives, Leonard Greenberger and Jeff Billington (Powerpoint slides provided as Appendix B). An extensive follow-up discussion was led primarily by Gwen White, chair of the Special Committee on Communications. This discussion focused on several key recommendations in the PCG Strategic Plan that were identified, through an extensive staff analysis of the PCG plan, as benefitting from input and guidance from the Governing Board. These topics were:

1. Streamline the AFS membership process - Eliminate affiliate-only membership
2. Public And Policy Outreach –
 - a. Establish a speakers bureau
 - b. Arrange a media day in D.C.
 - c. Establish an annual branding event
 - d. Plan member Hill days
 - e. Expand opinion outreach
3. Develop written social media guidelines

The discussion was wide ranging and the notes below capture the key issues and recommendations from the discussion. Individual comments were included when they had specific relevance to a topic and added unique new perspectives. Other general comments were grouped into statements that characterized a general observation or recommendation.

Affiliate membership

Background: Affiliate membership is generally defined as individuals who are members of an AFS unit (chapters and some sections) but are not society members. With the exception of a few chapters (e.g., Alaska, Oregon), most chapters allow membership in the chapter to those who are not AFS members. Furthermore, the Fish Culture and Fish Health Sections allow for an affiliate status.

- Fish Health Section- Veterinarians have expensive dues to pay with AVMA and would not like to see affiliate membership disappear. How do we sell this to vets who are sort of in fish health but not (AVMA)?
- Jim Bowker- Do vets see a value of being a member? AFS needs AVMA more than AVMA need us.
- Joe Margraf- We need affiliate membership because it's an important recruitment tool. Affiliate members fall into two groups one is its people that are at the lower end of the pay scale and don't think of themselves as professionals and the other group are true fisheries biologist but they don't want to be a member of the society because there not a joiner. But we want to keep both the groups because people will probably advance in their careers and the ones that are not joiners we would have to give them a reason to want to join.
- John Boreman-in Seattle there was a whole retreat about affiliate members and what we got out of that was sometime it works sometimes it doesn't. There was a request from units to see how many affiliate members they actually had for each unit. Field techs use to make up a major part of affiliate membership. At that time a request was made to count the number of affiliates and it was estimated to be in the range of 6,000 – 8,000.
- Craig Paukert- Student chapter members often don't know about the national society
- Dennis Reicke- Let's not do anything to affect section or chapter membership because people should try AFS membership and that would lead us to recruiting members. Nonmembers and members should pay differently at every meeting.
- Tom Lang- It's a structure change we don't want to run affiliate members off but we do want to utilize them.
- There has been a suggestion that the chapters have a difficult time obtaining accurate chapter membership from the Bethesda office. It was suggested that chapters experiencing this perceived problem should work directly with AFS staff (Eva Przygodzki and Juanita Flick) to explore the source of the problem.

Conclusion: No general guidance or action was provided as a result of the discussion on affiliate membership.

Public And Policy Outreach

Background: The PCG report recommended a much more active AFS presence in the media and with policy advocacy issues, particularly in Washington, D.C. This included media days, creating a singular event that AFS would be branded with, Op-Ed articles strategically identified and timed, and fly-in days or other events that bring AFS members to D.C.

A series of general comments reflected the need to be cautious about engaging state and federal employees in advocacy or other legislative issues. Each unit of government will have its own policies on staff involvement and both the individual member and AFS need to recognize the limitations and appropriate levels of engagement.

- Jesse Trushenski- The opportunity cost of not engaging in the media is that sometimes they get the information right but sometimes they don't. If we don't engage in the media the public won't care as much about fisheries issues.
- Margret Murphy- AFS is more than just fish, we are more broad but we have to show it
- Kristen ferry- The sections can be used as key people to get expertise from.
- Dennis Reicke- There are fisheries groups that go to congress for media day... maybe AFS should?
- Tom Bigford- In the three recent Congressional briefings that AFS hosted (pursuant to a cooperative agreement with NOAA-NMFS), AFS sought as speakers the best communicators on the various issues whether they were an AFS member or not. We worked with congressional staffers and with other committee staff to ensure that speakers would be well received and to best present information to the congress on issues of policy relevance.
- John Boreman- There are existing congressional "fly-ins" where organization members visit congress to convey information on key issues. These work pretty well with the congress and agencies, why doesn't AFS adopt national fisheries week and take it nationwide with events, coordinating with chapters and section and turn it into an AFS event?
- Steve McMullin- AFS needs to formulate policies that will be of high interest and create more awareness of what AFS does through these policies.

Conclusion:

1. AFS policy staff should evaluate the viability of "fly-ins" or other activities that more directly engage AFS members with congressional staff and elected officials.
2. AFS policy and communications staff should evaluate developing Op-Ed submissions on key, timely topics of importance to AFS.

Social Media and AFS Website

Background: AFS is working to launch a completely new website and expand social media presence. The PCG report focused less on the web presence since it was being developed by another contractor and was nearing completion. Social media, however, has been a relatively new area for AFS and it has been recognized that additional guidance is needed to better utilize social media for benefit of the membership.

- Website
 - How easy is the new website? It needs to be functional for ourselves (Governing Board) and for the members
 - Suggestion- make it easier to join as a member on the new website!
 - Dennis Reicke- Do we want another website for public consumption. A tab for the public and a tab for kids?
 -
- Facebook
 - Beth beard –We need to fix the dead Facebook pages from chapters
 - Tom Lang- Can we have a Facebook administer that is an admin on everybody's pages?
 - Jim Bowker- Is there a way to tie to chapter and section Facebooks together?

Conclusion:

1. AFS communications staff should develop social media guidance documents that address society-wide use of social media.
2. Evaluate developing a “public” component to the AFS website. Should AFS invest time and resources in providing general fisheries information oriented towards the public conveyance of information or should the society focus on fisheries professionals and those in specific need of information of AFS-related issues?

General Communication Comments

- The communications plan is an action plan and needs to have appropriate follow-through
- Margaret Murphy- The Water Quality Section had a conference line for their section members but it wasn't worth the money. How do we really engage the membership?
- Dennis Reicke- Are we going to hire a communications person?
- Can we have podcasts from the business meeting and the chapters and sections of the business meetings because not every member can attend?

Student Engagement

- Hutton Program - Coordinate with the Hutton committee to get information on the program out to the staff.
- Student subsection-has three main goals education, communication, recruitment and retention. In essence, what students need to do well so that they can find a job
- Dave Coughlan- His survey found generic natural resources training/coursework never come up at the state agency department level. Employers a master student
- Dennis Reicke- There is a disconnect between what universities are teaching as opposed to what employers are seeking.
- Steve McMullin - students think they do a lot better at things than the faculty or even their employers think that they do
 - State support for universities is deteriorating
 - Hard money funding is going down
 - Employers hire at lower level thinking they'll still get masters level employees
- Margaret Murphy- Make sure students understand safety. That's what employees are looking at and what it really means to sample fish outside of academia.
- Mark Porath- Experience first is what jobs are looking for but federal doesn't provide that for students. How will we encourage the regulatory government to improve?
- Steve McMullen- Students want to work for agencies that provide opportunities.
- Joe Margraf- You have to have somewhere to go to do internships but students don't get paid enough to do them
- People who have a more specific job title they tend to be more successful and stay in touch with the society
- Tom Lang- We need the best minds to face these challenges and diversify these skill sets. We have to stay competitive
- Student subsection-networking and engagement will give students experiences.
- Donna Parrish - Students often haven't developed critical thinking skills because they haven't been sufficiently challenged with real-world problems to do so. When you work, your skills get better and better. One semester or class is not enough they need content they can't get everywhere else
- Melissa-AFS role is supporting employer and employee
- Tom Lang- Suggests identifying accredited schools that provided coursework and programs that meet AFS certification standards.

Random notes

- Craig Paukert- Did you look at age groups such as student's vs professionals? Are we doing better in one group rather than the other?
- Most agencies or employers don't think meeting attendance is as valuable as the attendee. Nonmembers didn't know that chapter membership is different from the parent society.
- Mark Porath- We need to know where the support is on every level. Such as having your employer support you with travel or some agencies give you a bump in pay if you are certified

Appendix A

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|--|--|--|
| AFS Governing Board Discussion Strategic Communications Plan with Draft Member Survey | | Saturday 8/15/2015 9:30 AM to Noon (2.5 hr discussion) Portland, OR |
| Participants: | Governing Board | |
| Resources: | Communications Special Committee - Doug Austen, Ron Essig, Steve McMullin, Donna Parrish, Gwen White PCG staff – Jeff Billington, Leonard Greenberger | |
| Please read: | Draft member survey questions at the end of this agenda AFS Final Findings Report AFS Strategic Communications Plan (revised 8/5/15) | |
| Agenda | | |
| TOPIC | LEAD | TIME |
| Presentation of Strategic Communications Plan | PCG | 30 |
| AFS Review Process | Gwen White | 10 |
| Discussion topics | Gwen White/Doug Austen | 75 |
| A. Increase footprint of AFS journals | A4. Survey members on journal alert system | |
| B. Leverage Fisheries magazine | B1, B3. Survey members on regular features; broad topics | |
| C. Focus member e-Newsletter | C2. Survey members on design, content, frequency | |
| D. Provide training for unit leadership | D. Understand unit leadership needs | |
| E. Enhance continuing education | E. Refer to CE Committee | |
| F. Streamline attractive membership levels | F1, F2, F3. Affiliate members; young professional; student discount | |
| G. Develop relationships with reporters | G5, G6. Options for speakers bureau and media day | |
| H. Elevate awareness with decision makers | H1, H3, H7, H8. Establish branding event task force; explore Hill days; policy summaries; op-ed topics | |
| I. Manage social media structure | I1, I3. Determine oversight body and formal procedures | |
| J. Focus social media content | | |
| K. AFS Website | K. Update on revision of website | |
| Evaluation metrics | PCG | 20 |
| Next steps | Doug Austen | 15 |

DRAFT Survey of AFS Members on Implementation of Communications Strategies

Please review these draft member input questions. There is an online forum for general comments on sections of the AFS Strategic Communications Plan. After the Governing Board meeting in Portland, we will revise the questions. This Member Survey will go out as a separate e-Blast and Facebook notice to focus on a few specific topics. This survey will open no later than September 1 and close at least 30 days later (October 1).

Action A4 - Ensure functionality of the journal notification alert system.

Q1.a. Do you use the journal notification alert system?

- ☐ Yes, it works well for me
- ☐ Yes, but it needs some modifications
- ☐ No, I don't use it, but I am aware of it
- ☐ No, what's the journal notification system?

Q1.b. What would improve the journal notification system? Comments: text box

Actions B1, B3, B4 - Establish regular features and sections in Fisheries magazine. Emphasize broader topics. Expand coverage of international issues.

Q2.a. Rate the value of the following regular or possible features, according to your feeling for what AFS members need to know or would be interested in:

Score from 1 = always read / very useful to 5 = never read / not useful

- a) President's column (score 1-5)
- b) Government affairs updates (score 1-5)
- c) Member profiles (score 1-5)
- d) Thematic features on marine fisheries (score 1-5)
- e) Thematic features on freshwater fisheries (score 1-5)
- f) Thematic features on international fisheries (score 1-5)
- g) Review or synthesis articles on broad topics (score 1-5)
- h) Focused science articles on narrow topics (score 1-5)
- i) Point / Counterpoint feature presenting different sides of an issue (score 1-5)

Q2.b. What other features or sections would you like to see? *Comment: text box*

Q2.c. Do you have suggestions for improving Fisheries magazine? *Comment: text box*

Action C2. Set content guidelines for e-Newsletter.

Q3.a. Provide input on the structure and function of the e-Newsletter:

Score from 1 = very satisfied to 5 = very dissatisfied

- a) How satisfied are you with the e-Newsletter format (e.g., style, layout, appearance, design)? (score 1-5)
- b) How satisfied are you with the e-Newsletter content (e.g., stories, articles)? (score 1-5)

c) How satisfied are you with the e-Newsletter frequency?

Q3.d. What other suggestions do you have to improve the e-Newsletter? *Comment: text box*

Q4. ADD question(s) here on New AFS Website

Overall review comments on Strategic Communications Plan

Q5. How satisfied are you overall with the AFS Strategic Communications Plan? (score from 1 = very satisfied to 5 = very dissatisfied)

Q5. Do you have any suggestions about implementing the actions in the AFS Communications Plan presented by PCG? *Comment: text box*

Q6. What other comments do you have about AFS communications tools or procedures? *Comment: text box*

Demographics

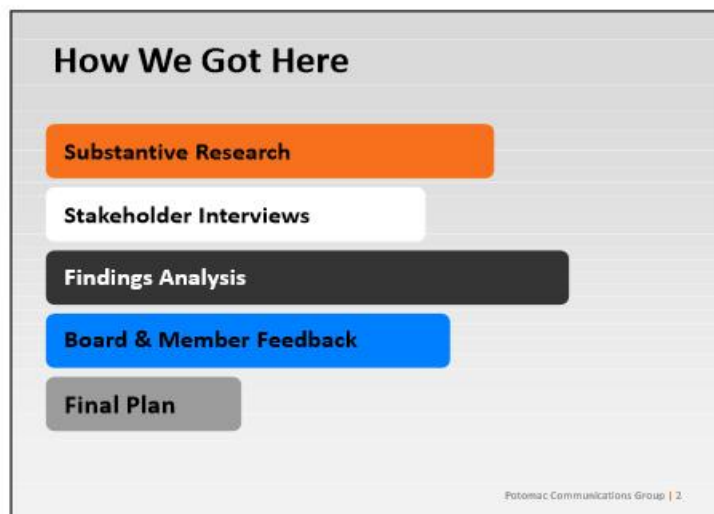
Q7. How long have you been in the fisheries profession (any branch)?

Q8. How long have you been an active member of AFS?

Q9. In what Division (region) are you located?

Appendix B

PCG Presentation to AFS Governing Board
August 15, 2015, Portland, Oregon



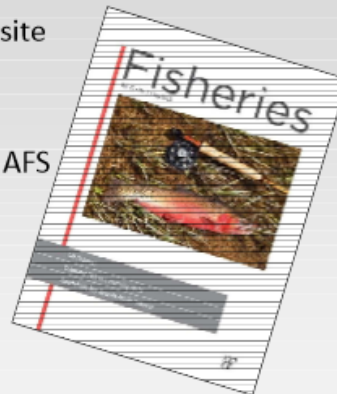
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Substantive Research

Reviewed Existing Materials

- Explored the AFS website
- Read past issues of Fisheries magazine
- Reviewed the various AFS journals
- Followed AFS's social media accounts



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Audited Traditional Media

- Found mentions of AFS in mainstream and trade media outlets
- Explored and reviewed media presence of related organizations and groups



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Evaluated Social Media Presence

- Reviewed AFS's social media platforms
- Identified social media usage by related organizations and groups
- Compared AFS's social media presence to other leading professional societies



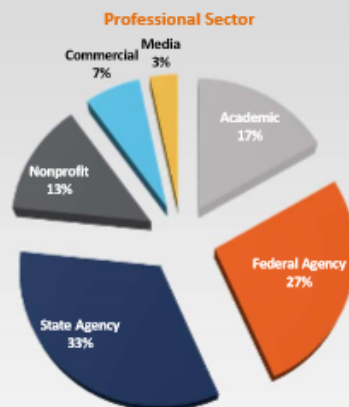
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Stakeholder Interviews

Multiple Professional Sectors ...



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... And Professional Roles

AFS Members

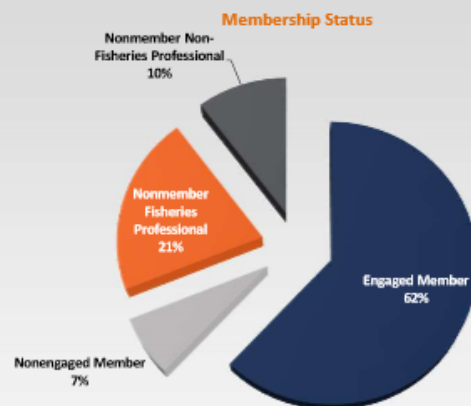
- Fish/Fisheries Biologists & Researchers
- Fisheries Managers
- Academic Professors
- Publications

Nonmembers

- Fish/Fisheries Biologists & Researchers
 - Fisheries Managers
 - Congressional Staff
- Nonprofit Communications Staff

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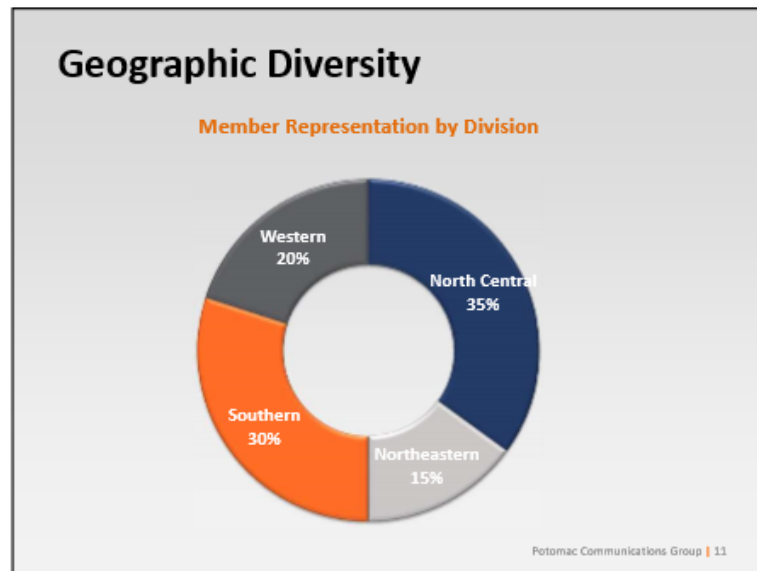
Various Levels of Engagement



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Findings Analysis

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AFS Is Already Successful

- A strong reputation and credibility with those who know it
- Fills a unique niche
- Journals are the most used resource
- Monthly e-newsletter is a welcome addition

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Areas for Improvement

- Central messages are unclear
- Communication is uneven between chapters and the society's headquarters
- Social media component is undefined
- Policy makers and the public are largely unaware of AFS and what it does
- AFS's continuing education opportunities are limited

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Board & Member Feedback

Development of Messages

- Held a messaging training with the governing board, followed by ongoing conversations with the leadership team to develop key messages.
 - **Expertise** – AFS's diverse membership represents the world's leading experts in fisheries science, management and conservation.
 - **Science** – AFS provides the science-based information that members and policymakers need to manage fisheries resources effectively and efficiently.
 - **Community** – AFS supports the professional development of members and students through leadership opportunities, shared knowledge, continuing education and networking events.

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Feedback on Initial Plan

- Provided initial strategic communications plan to AFS on April 14
- Received feedback from AFS leadership in following two weeks
- Made revisions to the plan and submitted the final plan on April 30



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Final Plan

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Communications Strategies

- Better align messaging and focus of AFS publications
 - Journals
 - Fisheries Magazine
 - Member e-newsletter



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Communications Strategies

- Enhance communication between AFS leadership and members and unit leadership
 - Improve training for unit leadership
 - Expand focus of continuing education offerings
 - Streamline membership process



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Communications Strategies

- Stay active in public and policy outreach
 - Develop relationships with prominent national and regional reporters
 - Increase presence and awareness among decision makers and policy advisors



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Communications Strategies

- Remain involved in social media
 - Add focus to social media management and marketing
 - Develop consistent and proactive social media content



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Strategic Action Plan

- Provides specific tactics that support the four broader strategies
- Divides tactics into issue areas to avoid confusion or redundancy
- Outlines a timeframe to encourage action on the various strategies and tactics

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Metrics

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Metrics – Members

- Membership satisfaction as measured by AFS's regular member surveys
- Downloads/applications of member toolkits
- Placements of member op-eds and letters to the editor
- Engagement on AFS member Facebook group
- Anecdotal feedback from members (dedicated email)

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Metrics – External Stakeholders

- Number and quality (positive/neutral/negative) of media stories
- Number of incoming media calls and interview requests
- Frequency of meetings with/incoming requests from policymakers and their staffs
- Progress on legislative/regulatory priorities (not necessarily laws passed/rules promulgated)
- Invitations to present at conferences and other events

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Metrics – Social Media

- Number of followers and likes on Facebook, Twitter, LinkedIn and Pinterest
- Engagement scores on Facebook and Twitter
- Number of comments and questions

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AFS Review Process

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AFS Review Process – How did we get here?

- AFS Communications Committee – oversight of contract, format & processing input
- PCG conducts stakeholder interviews, GB retreat & develops AFS Strategic Communications Plan
- Guest article in Fisheries inviting input – Aug 1
- Online forum for comments on plan sections
- Staff review of recommendations
- Governing Board discussion – Aug 15
- **Member Survey – specific questions open Sept**
- **Compile all streams of input – October**
- **Prepare recommendations for GB consideration with staff & budget implications - Nov**
- **Action prioritization at Mid-Year GB meeting**

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Discussion of Actions & Priorities

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Options for considering actions



- 1) AFS staff – review & immediately act
- 2) Refer to sectors – purview of existing committees or establish new Task Force to determine procedures
- 3) Member survey – input to explore & clarify needs for action
- 4) GB discussion – review & explore approach for complex or new actions

Committee Chairs

Society Committees 2014-2015

Complete contact information for committee chairs can be found in the online Membership Directory. If you have any questions about committee activities, please feel free to contact the committee chair. You may also contact Jennifer Dornell, j.dornell@fishbase.org and Beverly Pitts, bpitts@fishbase.org. List Services Coordinators.

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Review & use of AFS staff input



PCG AFS Strategic Communications Plan AFS Staff Responses to the Action Plan July 2015 - Summary of Staff Comments

Introduction

AFS staff reviewed the PCG recommendations and offers comments and prioritization of activities from a staff perspective. There are many items that are in process or completed, but there are also much new work outlined here. In some cases, significant items were omitted from the PCG recommendations, including the entire AFS web site. This report does not make any detailed recommendations regarding resources needed to accomplish future activities. Resource requirements should be reviewed once the Board completes its assessment of input from throughout the AFS community. The following narrative summarizes the status of work in each of the strategies.

Strategy A: Increase the Footprint of AFS's Journals

Many of the suggested activities are already underway. The team agrees that we should increase journal awareness at conferences, and we should explore with Taylor & Francis the possibility of providing short-term open access to media for specific journal articles.

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Refer for input from particular sectors

| | |
|--|--|
| A1. Evaluate and set journal topic area guidelines | A1. Refer to POC & Editors |
| B5. Standards for Fisheries | B5. Refer to POC & Editor |
| D. Provide training for unit leadership | D. Refer unit leadership needs to a Task Force? |
| E. Enhance continuing education | E. Refer to CE Committee |
| G7. Provide access to journals and other information | G7. Refer to T&F, staff, editorial boards |
| I. Social media management & marketing | I1, I3. Establish Task Force and formal procedures? |

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Member Survey – focused input

| | |
|---------------------------------------|--|
| A. Increase footprint of AFS journals | A4. Awareness & utility of journal alert system |
| B. Leverage Fisheries magazine | B1, B3. Regular/new features; synthesis; marine, international |
| C. Focus member e-Newsletter | C2. Format/design, content, frequency |
| K. Website revision | K. New website design/function |
| Other questions? | Demographics – time in profession & AFS, geography (Divisions), other factors? |

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GB Discussion – F. Membership

F1. Eliminate affiliate-only membership

F1. Currently not seen as an option. Influence of unit dynamics & marketing?

F2. Increase young professional membership period

F2. Motion to expand to young professional status to 5 years

F3. Expand discounts for student members

F3. Discounted membership and meeting registration deemed appropriate.

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GB Discussion – G. Reporters

G5. Establish a speakers bureau

G5. Value & management?

G6. Arrange a media day in D.C.

G6. Event-driven & linked to AFS briefings and relevant legislation?

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GB Discussion – H. Decision makers

H1. Establish an annual branding event

H3. Plan member Hill days

H7. Provide courtesy access to journals and other information

H8. Expand opinion outreach

H1. Charge a Task Force?

H3. Value, guidelines, outcomes, host jointly, officer or GB visits to DC?

H7. Create policy summaries of articles?

H8. Officers & Policy Director to identify topics for op-ed?

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Update on revision of AFS website



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Reconsider Member Survey questions or other input on potential actions?

A. Increase footprint
of AFS journals

B. Leverage Fisheries
magazine

C. Focus member e-
Newsletter

K. Website revision

Other questions?

A4. Awareness & utility of
journal alert system

B1, B3. Regular/new features;
synthesis; marine, international

C2. Format/design, content,
frequency

K. New website design/function

Demographics – time in
profession & AFS, geography
(Divisions), other factors?

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Questions & Next Steps

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AFS Review Process – What's next?

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