

American Fisheries Society Governing Board Meeting

April 6-7, 2016

Bolger Center, Potomac, Maryland

Minutes of the Meeting

Participants

Governing Board Members:

Ron Essig – President

Joe Margraf – President-Elect

Steve McMullin – First Vice President

Jesse Trushenski – Second Vice President

Donna Parrish – Past President

Kristen Ferry – Pres. Northeastern Division

Jason Vokoun – Pres. Elect Northeastern Division

Wes Porak – Vice President – Southern Division

Jim Bowker – Pres. Western Division

Cleve Steward – Pres. Elect – Western Division

Marybeth Brey – President Equal Opportunities Section

Karin Limburg – Pres. Estuaries Section

Tom Bigford – President Fish Habitat Section

Doug Munson – Pres. Fish Health Section

Ken Kurzawski – Pres. Fisheries Administration Section

Julie Defilippi – Pres. Fisheries Information & Technology Section

Mark Porath – Pres. Fisheries Management Section

Pam Fuller – Pres. Introduced Fish Section

Non-Voting

Doug Austen – Executive Director

John Boreman – Constitutional Consultant

Gwen White – Speaker

Go to Meetings

Katie Bertrand – Education Section

Bob Hughes – International Fisheries Section

Tom Lang – Socioeconomics Section

Mark Shrimpton – Physiology Section

Doug Vaughan – Proxy for Benjamin Walther – Marine Fisheries Section

Melissa Wuellner – Pres. North Central Division

AFS Staff: Dan Cassidy, Juanita Flick, Sarah Harrison, Shawn Johnston, Aaron Lerner, Jessica Mosley, Taylor Pool, Eva Przygodzki, Denise Spencer, Kurt West, Martha Wilson

Minutes of the Meeting

1. **Quorum confirmed by Boreman and meeting called to order at 8:00 a.m. by Essig**
2. **Announcement of Proxies**
3. **Approval of Agenda**
4. **Approval of Minutes** – August 2015 Governing Board Meeting, Portland, OR
Motion by Trushenski; 2nd by Bowker. Passed by unanimous consent
5. **Communications Workshop** – Gwen White and Martha Wilson (Attachment 1)
6. **Policy Workshop** – Tom Bigford and Taylor Pool (Attachment 2)
 - a. General guidance from GB is to adhere to AFS policy for review of policy statements and clearly either archive or otherwise denote that policy review deadlines have been exceeded and that policy statements are no longer valid. Expired policies will be “archived” on web site and clearly marked as expired.

Adjourn for the day and reconvene on Thursday, April 7

7. Establishment of Quorum by Boreman

Attendance: In-person attendees were same and on April 7. GoToMeeting participants included the following:

Melissa Wuellner
Doug Vaughan – Proxy for Benjamin Walther – Marine Fisheries Section
Patrick Cooney
Mark Shrimpton
Tom Lang

AFS staff: Beth Beard, Dan Cassidy, Juanita Flick, Sarah Harrison, Shawn Johnston, Aaron Lerner, Jessica Mosley, Cynthia Oboh, Taylor Pool, Eva Przygodzki Jasmine Sewell, Denise Spencer, Kurt West, Martha Wilson

8. **Continuing Education** – Jessica Mosley (Attachment 3)
9. **Annual Meeting Planning** – Dan Cassidy and Shawn Johnston (Attachment 4)
 - a. AFS Management Committee had approved selection of Columbus, OH, for the 2020 meeting site. This was presented to the Governing Board for affirmation and approval was affirmed.
 - b. An excellent proposal from Baltimore, MD, was also discussed as a potential location for the 2021 meeting. The available dates made Baltimore unsuitable for 2020. The Management

Committee had already approved the site selection of Baltimore for the 2021 Annual Meeting and Governing Board affirmation was sought and obtained.

10. Publisher Contract Review and Re-competition – Aaron Lerner (Attachment 5)

- a. Essig will establish an advisory committee to work with Lerner on publisher contract evaluations.

11. Membership Committee Discussion – Eva Przygodzki (Attachment 6)

- a. iMIS fixes to several membership renewal and modifications need to be evaluated for cost and possible correction.

12. President's Report

- a. The President attended the four Division meetings and meetings of fisheries societies in Australia and China. The Past President represented AFS at the Japanese Society of Fisheries Science annual meeting.

13. Executive Director's Report

- a. Update on Units Support and Awards by the Office of Student and Professional Development – Jasmine Sewell and Jessica Mosley (Attachment 7)
- b. Update on Hutton Program and Professional Certification by the Office of Student and Professional Development– Cynthia Oboh and Jessica Mosley (Attachment 8)
- c. Update on plan-of-work, open discussion of areas of opportunity for improved support of members and units – Austen (Attachment 9 and 10)

14. Management Committee and Governing Board events in Kansas City

- a. Management Committee on Friday afternoon, August 19
- b. Governing Board all day on Saturday, August 20
- c. AFS Business meeting on Wednesday, August 24
- d. Incoming Governing Board breakfast on Thursday, August 25

15. Additional Old Business

- a. Web-based Governing Board report tool – a work-team is actively evaluating options and will be evaluating contractors to develop web-based application. It is doubtful that this will be completed by the time of the submission of reports for the Kansas City annual meeting.

16. New Business

- a. There is a need for guest presenter registration for key events at the Kansas City annual meeting. Specific example is Equal Opportunity Panel with participants from outside of the fisheries field and being invited solely to contribute to the panel discussion. It was agreed that free registration for that event only should be provided to those participants.

- b. Equal Opportunities Section symposium at AFS 2016 will include several guests not typically attending AFS meetings.
- c. A future issue for AFS might include the rebalancing of Division boundaries

17. Adjourn Governing Board meeting at 2:00 p.m. on Thursday, April 7

Mid-year Governing Board meeting – Compiled tasks, assignments and follow-ups

Task Title	Description	Lead	Deadline	Notes
Update Unit Survival Guide	Need to completely review and update this document and include a review team of Chapter, Section and Division reps. to provide input and review.	Jasmine Jessica		
iMIS membership renewal process	Revisit logic and flow of membership process on iMIS	Eva Dan		
iMIS allow for chapter & section membership during year	iMIS currently doesn't allow user to add chapter and section memberships outside of the annual renewal. AFS needs to evaluate options for adding this capability	Eva Dan		
Certification – need to check to see if automatic notices for renewal are being sent	Certification system should send messages to those AFS members whose certification is expiring with notification of expiration and need to renew.	Cynthia Jessica		
Continuing Education Needs Assessment	Assessment will survey what the biggest challenges respondents are facing in their job and will help AFS tailor CE opportunities to meet those needs	Jessica		
Distance Learning Strategic Plan	Plan to address some of the discussed challenges and opportunities associated with the implementation of a distance learning platform.	Jessica		
Communications Strategic Plan	The Communications Committee will work with the AFS Communication Team on a strategic work plan, which would include increasing awareness of journals, expanding media relations and monitoring the functionality of the e-alert system.	Martha, Beth, Sarah, Communications Committee		
AFS Brand Management	Brand standards will be developed for international, national, and local use of brand and logo, including use on social media and website platforms.	Martha, Communications Committee		

Attachment 1

Communications Committee and AFS Communications Team Report

PRESENTATION 1: OVERVIEW AND RECOMMENDATIONS

(Communications Special Committee, Gwen White, Chair)

Background and Issues at Hand (Context):

In 2014 the Potomac Communications Group (PCG) was tasked with creating a strategic communications plan for AFS, based on year-long research which assessed the needs and resources of the Society.

This first section of Wednesday's communications session for the Governing Board included a brief history of the AFS-PCG relationship, highlights of PCG's analysis and recommendations, and presentations of AFS membership and committee streams of input and feedback. By sharing these data, from officers, staff, Portland retreat participants, and member survey participants, the Committee highlighted strategic recommendations that corresponded with those from PCG.

Reason for this report (Objectives): The Committee objective was for GB consensus on a first cut of short and long-term recommendations regarding journal notification systems; e-newsletter; Fisheries magazine; and the PCG Strategic Communication Plan.

Discussion was necessary as follow-up to the PCG report and Management Committee charge. AFS science article variety and scope dominated the discussion: for example, gauging the impact of AFS articles, in the field and beyond.

Condensed GB Responses:

Regarding **synthesis articles**: The group discussed why synthesis articles have not received much feedback, while short articles like "Cool Fish" were receiving positive reactions. Questions arose about online access versus paper. It was decided that we need more data on which articles were most read and why. Also, GB members said that a strategic plan would be needed to solicit impactful articles and that getting proposals for articles would require better advertising/publicity.

Specific to **Fisheries magazine**: GB members said that people were reading the magazine for different reasons (rarely from cover to cover) and suggested having a good balance of scientific and feature articles. The **e-newsletter's** structure and function should be approached differently, members said. Content repurposing should be considered carefully in both *Fisheries* and the newsletter (look at TWS model).

Member Services and communications support: GB members suggested improved training of new unit leadership through more structured activity and regular email contact with unit leadership. Further, a

“survival manual” was suggested as support tool for unit leadership, as well as enhanced Continuing Education offerings, and a streamlined AFS Membership Process.

Regarding **student audiences**: GB members said students respond to education-specific hooks (grants, scholarships, Travel Awards, discounts, etc.) and suggested that we need to research whether students have AFS membership or not and improve on communication aimed at them and their universities.

Targeting media: Members agreed that we should develop relationships with prominent reporters and use local media contacts of Units. Further, they said that we needed to continue having topics in place at the annual meeting to report on, making it possible for key people to be interviewed; and that we should not rely on ‘media days’ in D.C. They suggested that we highlight journal articles that would appeal to a broader audience and translate information/articles to provide a local ‘hook’ for media. [Public Library of Science (PLOS) journals website was cited as a model.]

Targeting policy and decision makers: The group agreed that AFS needs to establish policy goal and methods to meet those goals. We need to figure out where we want to go and what tools we will need to use.

Regarding **social media**: Social media outreach is becoming more important for the Society, everyone agreed. Since social media platforms are open to everyone, the wider topics don’t necessarily promote AFS membership, members said. They suggested that AFS needed two Facebook pages: one for members and one “official” page. And it was proposed that the Special Communications Committee should develop a social media strategy with these things in mind.

Conclusion (Outcomes): GB members agreed on the basic recommendations made by the Communications Special Committee, after consideration of several surveys and other feedback.

Next steps/recommendations: The Communications Committee will work with the AFS Communication Team on a strategic work plan, which would include increasing awareness of journals, expanding media relations and monitoring the functionality of the e-alert system. Additionally, *Fisheries* magazine could work with a small task force, establishing regular features, developing standard editorial calendar, emphasizing broader topics, speakers and articles -- expanding coverage of international fisheries, and developing standards for publication of articles in the magazine.

PRESENTATION 2: RESOURCES AND PROCESS FOR IMPLEMENTATION (AFS Communications Team)

Background and Issues at Hand (Context): This section of the communications session focused on tactical implementation of PCG’s strategy and allowed the AFS Communications Team to recap roles and responsibilities, summarize broad organizational aims, audiences and suggested messaging, while outlining more narrow communications objectives in the short and long-term. Specifically, the team described how communications tools and strategies could most feasibly support actions of the Society, given resource restrictions.

Reason for this presentation/report (*Objectives*): The issue at hand was feasibility of full implementation of PCG plan and defining Martha's new role—shepherding tactical communications (website, magazine, e-newsletter, social media, etc.).

Discussion: This discussion was necessary to address proposed key audiences and messaging, in an effort to help guide the new communications team and the special communications committee's research and recommendations. Before responses, the group discussed the desirability versus feasibility of the communications aims (e.g., to grow AFS membership and grow the Society's thought leadership role).

Among the challenges considered were: creative ways to enlist new members; needing a better understanding of the patterns of membership; creating incentives for Chapter-only members to become full members; adding incentives for students to invest in membership after graduation.

Condensed GB Board Responses:

After recapping the GB-approved institutional messaging around the Society's mission statements, etc., a lengthy discussion emerged around the **primary and "influencer" target audiences**. The communications team and committee members suggested the following primary (priority) audiences: members, Chapter-only members, students, young professionals, and policymakers. The "influencer" audiences (those who influence our primary audiences) were listed as: state government agencies, federal government agencies, universities/colleges, peer NGOs, and media.

The discussion raised a number of issues: First, should **internal communication** (Divisions and Chapters) or **external communication** be the focus? According to a 2014 survey, 75% focus should be internal, 25% should be external. We should start with inward focus without neglecting outward focus, possibly solicit others to help with external communication.

Should the **general public** (those who would benefit from aquatic resources) be an audience? They are the ones electing officials who make decisions. Should we directly communicate with them or inform other entities to do that? Most influencers are employers; it was also suggested that consulting firms be added to list of influencers, as they have far-reaching networks.

Additionally, the group discussed whether **industry or commercial fisheries** should be a separate audience; and whether **stakeholders** interested in conservation or fisheries should be combined with that. **Exhibitors and sponsors** of meetings were discussed as an audience that can reach out to a larger network as well.

Conclusion/Outcome:

The GB agreed to further explore key audiences, messages and Phase 1 (pre-Kansas City) implementation. The group participated in a working lunch messaging exercise.

Next steps/Recommendations: the Communications Committee and AFS staff will produce a messaging document based on GB target audience discussions; this will, in turn, feed into the AFS staff strategic work plan for 2016/2017.

PRESENTATION 3: WEBSITE **(AFS Communications Team)**

Background and Issues at Hand (Context): The AFS website was relaunched in early 2016 after a thorough reassessment and overhaul of old format and content. Moving forward, the AFS Communications Team plans to monitor the effectiveness of the changes and report back to the GB regularly on improvements.

In this presentation, AFS staff looked at the upgrades to the new website and addressed potential challenges with the new format. More specifically, the team addressed infrastructural mechanics of the site's WordPress platform, such as migrating content from units/chapters/sections to the website.

Reason for this report (*Objectives*): The team wanted GB members to consider the new website functionality and potential modifications, as well as the feasibility of staff resources with increased support requests from the units.

Discussion: While the positive changes to the new website did not generate a lot of discussion, one of the areas we knew would require input from GB members was integration: namely hosting unit sites, standardizing maintenance/security; migrating content from unit websites; and improving a full range of unit websites.

This was a feasibility issue: how would AFS staff maintain high quality levels at the main website while helping units establish their own websites and/or migrate their content to the main site. In addition, with our limited staff and budget resources, we wanted to explore the possibility of charging units (modestly) for website support.

Condensed GB Responses:

Response to the **website improvements** were, overall, very positive. Units have benefitted from the new, Word Press format of the AFS website as well.

Specific to **Units and their website needs**, the GB said that staff should send out the message that help is coming soon, and use the opportunity to talk about full membership benefits, including using the AFS brand on their site. Chapters are already paying a nominal fee for webhosting services; some units (Sections) don't need all the bells and whistles of Chapter sites. GB members expressed concern that a web support fee for units could make members upset. Staff discussed the benefits of tiered pricing, based on AFS staff time and budget feasibility.

Conclusion (Outcomes): AFS staff suggested consensus on modest charges to units for structural, technical help on their site platforms. GB asked for further exploration.

Next steps/Recommendations: AFS Communications Team will continue to monitor the efficacy of the website upgrades, work with a WordPress specialist to make further improvements and to migrate content from the Units; and prepare another payment model for hosting unit sites and standardizing maintenance and security measures.

PRESENTATION 4: INTERNAL POLICY IMPLICATIONS AND BRANDING

(AFS Communications Team)

Background and Issues at Hand (Context): AFS staff explored taking a prioritized strategic approach to match communications actions with corporate brand objectives. For example: implications of Chapter-only members managing Facebook, Twitter and website pages; also, standardizing AFS logo use.

Reason for this report (Objectives): Based on research of AFS logo/brand usage at meetings, in Unit newsletters, social media platforms and websites, AFS staff felt it was important to explain the negative impacts for the organization and to discuss standard operating procedures, and branding objectives, that may need further definition.

Discussion was necessary on the lack of **branding standardization** leading to communications confusion and problems network-wide. Cleaning up AFS brand, by monitoring its usage, would better unite HQ and Units under a precise messaging platform. Standards would help to prevent confusion among our audiences and reinforce the projection of a strong, consistent identity for AFS. Misuse of the brand, especially among Chapter-only members, is possible.

Condensed GB Responses:

Concerns from GB members included: need to also consider student subunits, incorporating creativity with t-shirts and other branded items; could be difficult to standardize new logos for every annual meeting every year.

There was agreement on the outdated look of the AFS logo and on refreshing it in time for the **150th anniversary**.

Conclusion (Outcomes):

GB members agreed to have the Communications Team draft branding guidelines with the Special Communications Committee; also agreed to new logos being vetted through the Communications Committee; finally, agreed on exploring a new Society logo/brand for 150th Anniversary.

Next steps/Recommendations: Brand standards will be developed for international, national, and local use of brand and logo, including use on social media and website platforms. Further exploration will be needed regarding development of a new AFS logo in anticipation of the 150th celebration; further research into Unit brand usage will be an important element of this process.

PRESENTATION 5: PRIORITIZATION OF RECOMMENDATIONS & NEXT STEPS (Communications Special Committee)

Background and Issues at Hand (Context): This section was an overall recap of the communications topics discussed throughout the morning and a discussion of the messaging work that was done by members during the working lunch. The GB members were asked to identify which actions should move forward with complete proposals (e.g., full migration of Units/Chapters/Sections to website; making Facebook, Twitter and other social media consistent across Units/Chapters/Sections; branding standards; messaging for key audiences).

Reason for this presentation/report (Objectives): General concurrence on a limited set of immediate actions to pursue or evaluate further. The Committee would need to set a timeline and describe a process for further deliberation by the Governing Board. Discussion was necessary to determine how our communications recommendations could be translated into actions leading up to the GB meeting at the Kansas City Annual Meeting.

Condensed GB Responses:

Regarding **increasing the footprint of AFS journals** as part of the President-Elect's work plan next year: Staff should consider reducing review time for journals, focus on setting content guidelines before focusing on member benefits of the newsletter, and promote articles that are picked up by other media.

Regarding **Member services**: While acknowledging that Membership would be discussed at Wednesday's session, GB members started discussing how to improve leadership training, educational offerings, and overall streamlining. For example: Membership process/online renewal still seemed problematic. **IMIS problems** have continued, they said, with members and non-members giving up on the membership process. It was suggested that advertising information about new online workspaces, conferencing, etc. on AFS website, would be helpful. Additionally, pricing should be clearer on the website for membership joining/renewals, GB members said. "People should understand the value of membership." [Perhaps IMIS could be used to reach out to non-chapter members in geographic location.]

Regarding **Media relations (external outreach)** and getting information to decision makers: there was discussion about needing a virtual newsroom area on the website. GB members suggested that authors drill down their papers to summaries, making content more compelling to policy makers and decision makers. Also, the group suggested exploring other organizations' models (e.g., TWS Facebook page, Past President Wayne Hubert's translated article initiative, *Fisheries* blog, which is picked up by many organizations).

Finally, regarding **Social media use and content**, GB members discussed establishing guidelines as a living document, since social media platforms continue to change, and talked about the best way to move forward, whether establishing staff or Committee control.

Conclusion (Outcomes): The Governing Board agreed that developing processes for communications decision-making would help advance Society goals and communications objectives. This would mean that both the Special Communications Committee and AFS communications team should develop standards for conducting research, monitoring tactical activity, and analyzing the effectiveness of proposed improvements and activities. These standard would need to align with resource implications/feasibility.

Next steps/Recommendations: Standards will be researched and developed for magazine and newsletter content, social media outreach, AFS branding, mass media relations and materials development, based on priority audience research. These will complement any strategic work plans developed by both the Special Communications Committee and the AFS Communications Team.

Attachment 2

Policy Department Report

Background:

Two main issues were discussed during the Policy session: (1) Revamping of Policy Statements; and, (2) the *Future of the Nation's Aquatic Resources* project.

With regards to the status of AFS Policy Statements there was a need to discuss this issue given that out of 38 Policy Statements, only 2 are currently “valid” under the AFS Procedures to review and update each statement every 5 years. Statements are also extremely lengthy and information-dense, which decreases the nimbleness for use by government and Capitol Hill stakeholders. Tom Bigford discussed the current status of AFS’s Policy Statements and began the conversation on what should be done procedurally and formatively to make our policy work more useful for decision makers.

In reference to the *Future of the Nation's Aquatic Resources* project, there was a need to update the Governing Board on the progress that has been made on this project, as well as solicit feedback and have a thoughtful discussion on content and format of the document.

Discussion:

(1) AFS Policy Statements

The discussion quickly focused on the primary challenge, namely that the current structure of AFS staff and member volunteers lacked the capacity to maintain existing AFS policies according to AFS procedures. Hence, our society’s long list of “approved” and active policies masks the underlying reality that those documents need to be revisited for best-available science and perhaps updated. To clarify that reality on our webpage, AFS staff will work with the Resource Policy Committee to note those policies that are beyond the required five-year review and those two that remain in force. The next step is a thorough review of our work on policy statements, including other approaches to convert fisheries science into management practice and natural resource policy. The need to clarify our current situation and consider new approaches was accepted by all, with a sense of urgency aiming toward further discussion at our Kansas City meeting and formal action later in 2016.

(2) *Future of the Nation's Aquatic Resources*

The conversation had two primary categories: format; and, content. The format portion of the conversation discussed the model document that was passed around, *Ocean Priorities*, a brochure on organization priorities from the Consortium for Ocean Leadership. Taylor and Tom discussed the utility of a smaller document that had broad overarching recommendations with specific programs and examples within each “umbrella” topic. Governing Board members raised points of concern to the brevity of the document, and the ability to convey the best scientific information available in that short of a document; as well as, raising concerns over having other organization included as signatories, or involved at all.

The content portion of the conversation included recommendations and input from Governing Board members on specific topic areas that should be covered by the document, how much detail should be provided within each area, along with the language that will be used within the document (there was a call for emphasis on human dimensions and economic reasoning that will appeal to the White House Office of Management and Budget [OMB] staffers). Some members raised concerns over the title and the use of the term “aquatic resources” versus “fisheries.”

Conclusion:

(1) AFS Policy Statements

Conclusive action was not called upon with regards to revamping the AFS Policy Statements; however, consensus seemed to be present on a need to shift from the status quo. Tom Bigford is currently working on pulling together various avenues that can be taken to address the situation. Follow-up action will be required at a later date to decide what specific actions need to be taken to begin to improve this process.

(2) *Future of the Nation’s Aquatic Resources*

No conclusion was brought about regarding the issues of: “aquatic resources;” or, using other organizations as signatories on the final document. However, with regards to using the term “aquatic resources,” the AFS staff has reviewed organizational governance documents, and found that the term “aquatic resources” is used frequently with the AFS procedures on *Developing and Advancing AFS Positions on Resource Issues*; including within the first sentence, which states:

The Society promotes the conservation, development, and wise utilization of **aquatic resources**. (Emphasis added)

Given that “aquatic resources” has been featured within AFS governance documents, the staff feels justified in using this term.

In regards to including signatories on the final version of the product, AFS staff continues to assert that using signatories will carry more weight with the next administration. Likewise, after the Governing Board meeting, a conversation was had between AFS Policy staff and a career OMB Program Examiner, who noted that having as many organizations as possible sign onto this document will carry much more weight than simply having one organization present recommendations.

Attachment 3

Continuing Education Report

Background: In this report, Jessica Mosley, AFS Associate Director of Student and Professional Education, provided a review of the 2016 continuing education implementation plan and addressed some of the challenges and opportunities presented by expanding AFS CE offerings to include distance learning.

Discussion:

AFS Continuing Education for 2016: There is a multi-step plan for continuing education in 2016 that allows for a gradual expansion of CE offerings. During the summer, there will be a webinar series that capitalizes on existing content either from journals or materials that sections already have available. The goal of this series is to help translate some of the technical science into digestible content, as well as to build interest in Annual Meeting CE.

For the Annual Meeting, the Continuing Education Committee at the Kansas City team have developed a robust line-up of workshops that include courses on technical skills, like data analysis and electrofishing, as well as courses that address soft-skill, including human dimensions and scientific publishing.

The Governing Board suggested that AFS should consider reevaluating the structure of Annual Meeting education to allow for a more diverse learning experience. From offering pre-workshop online courses to prepare attendees for in-person coursework to restructuring the timing of CE courses to occur not only the weekend before the Annual Meeting, but during the meeting as well. It was also suggested that for some workshops, we consider co-locating them with Division Meetings.

Distance Learning: The final piece of the Continuing Education plan for 2016 is the implementation of a distance learning platform which allow AFS to offer a broader range of CE courses that address a variety of member needs, including on-demand access to CE to meet varied schedules, lower attendance cost and a broader range of topics.

As part of this project, AFS needs to address the increased burden expanded CE programs will potentially place on volunteers, particularly the CEC. In addition, there will need to be discussion regarding how the expanded education program coordinates with AFS Unit education offerings.

During the discussion of distance learning, the Governing Board provided several suggestions for maximizing AFS CE potential, including coordinating distance learning with certification requirements to streamline the certification process. It was also suggested that AFS partner with units and outside stakeholders to offer the maximum member value without duplicating efforts and to target student

subunits with distance learning opportunities designed specifically for their unique needs (e.g. nighttime webinars).

Additional Discussion: In addition to the discussions on annual meeting and distance learning, the Governing Board also provided several suggestions for expanded CE content to address the gap in soft skills related education, including potential courses on the scientific review process, retirement, and WordPress and website skills for units.

Conclusion: The overall discussion was positive about moving forward with the expanded AFS CE platform. The next steps for AFS staff include a Needs Assessment for both members and non-members, particularly chapter only members and government stakeholders. The assessment will ask what the biggest challenges respondents are facing in their job and will help AFS tailor CE opportunities to meet those needs.

In addition to the Needs Assessment, AFS staff will develop a business plan that addresses some of the discussed challenges and opportunities associated with the implementation of a distance learning platform.



CONTINUING EDUCATION | 2016 & Beyond

OVERVIEW



- Planning for 2016
- Challenges Facing Continuing Education
- Next Steps

2016



- Webinar Series
- Annual Meeting Continuing Education
- Distance Learning

WEBINAR SERIES



What?

- Series of hour-long webinars
- Content derived from AFS Journals, Section leaders and other AFS member resources

Why?

- Meet AFS members' professional development needs where they are
- Translate scientific data to practical application

When?

- Late Spring – Early Summer 2016

ANNUAL MEETING CONTINUING EDUCATION



Saturday, August 20

- Age and Growth Analysis with R
- Bayesian I: Intro to Bayesian Inference Using Gibbs Sampling (BUGS) for Fish Biologists
- Beginning/Intermediate GIS for Fisheries Scientists
- **NEW!** Electrofishing I: Power-Based Standardization in Electrofishing
- **NEW!** Electrofishing II: Electrofishing Equipment Operations and Troubleshooting
- **NEW!** Imaging Technologies in Fisheries: Side Scan Sonar in Management and Research

ANNUAL MEETING CONTINUING EDUCATION



Sunday, August 21

- Bayesian II: Intermediate Bayesian Inference Using Gibbs Sampling (BUGS) for Fish Biologists
- Bioenergetics
- **NEW!** Fisheries Information Network System (FINS) Application and Analysis Tools
- **NEW!** Human Dimensions and Conflict Resolution in Fisheries
- Leading at All Levels in AFS (**FREE**)
- Scientific Publishing and Communication (**FREE**)



DISTANCE LEARNING

In a 2014 survey of AFS members:

- 81% of respondents were either Very Likely or Likely to attend a continuing education class offered on a topic of interest
- 77% of respondents selected “To keep up with the latest information and/or techniques” as their primary reason for taking a class
- When asked what factors influenced their decision to take a class, over 80% of respondents listed Cost, Convenience and Time Commitment as either Highest Influence or Moderate Influence
- 51% respondents prefer in-person education, while 31.5% prefer self-paced online learning
- Finally, 90% of respondents were Very Likely or Somewhat Likely to attend a low-cost self-paced online course on a topic of interest



DISTANCE LEARNING

What does that mean for AFS?

- AFS should offer a Continuing Education Portfolio that offers both in-person and distance learning to meet members’ professional development needs year-round
- The Distance Learning Platform should include synchronous and asynchronous learning at a variety of levels
 - Live and On-Demand Webinars
 - Multi-module Online Courses

But there are challenges...

CHALLENGES



Coordination with Units

- Central database of AFS education offerings?
- A business plan that supports Unit Education while expanding AFS Distance Learning
 - How do we maximize the reach of unit level education that is applicable to the broader membership?
 - What are the requirements for course inclusion in a Distance Learning Platform?
 - How to assure that AFS Distance Learning and Unit Education are complementary, not competing

CHALLENGES



Volunteer Workload

- The Continuing Education Committee procedures do not currently include Distance Education
 - Revisit the CEC procedures to include expanded Continuing Education offerings
 - Create a separate committee for distance learning?
 - Streamline the process to alleviate workload



NEXT STEPS

- Discussion with Unit leaders about education coordination strategy
- Develop a business plan for AFS Distance Learning

THEN...

- Select vendor for Learning Management System
- Launch AFS Distance Learning Program

Attachment 4

AFS Annual Meetings Report

Background: AFS staff members Shawn Johnston and Daniel Cassidy provided results of the site selection process for the cities under consideration for the 2020 meeting. Review of the planning efforts for each of the upcoming annual meetings scheduled for 2016–2019 was also presented.

Discussion:

Planning efforts for contracted cities. Each meeting is in various stages of planning with efforts for the current year's event in Kansas City entering the final stages of logistics and program planning. Meeting registrations are set to open within a week and hotels are already accepting room reservations.

2017 Tampa.—The local team, comprised of members from the Florida Chapter and Southern Division, are firmly in place and have been meeting regularly with AFS. Contracts for meeting venues at the Marriott Waterside hotel and Convention center and for most networking events are done. Budget development is nearing completion and fundraising efforts have begun. This meeting is the first event where AFS staff are taking the lead role in planning efforts.

2018 Atlantic City.—Plans for the 2018 meeting are coming together with many industry and agency partners expressing interest in participating. Agreements with the host hotel, Sheraton Atlantic City and with the convention center are in place. Next steps include preparing a budget and defining communications and fundraising strategies.

2019 Reno.—Contracting for this meeting, to be held jointly with The Wildlife Society, has been completed and staff and Officer Jesse Trushenski recently completed a walk-through of the hotels and convention center.

Site Selection for the 2020 meeting:

2020 Site Selection.—Of the five finalist cities visited out of a total pool of 26 proposals received, three were presented to the Governing Board for consideration. These cities are Columbus, OH, Baltimore, MD and Philadelphia, PA. Each city was evaluated using the following criteria- attendee value, cost to AFS, suitability of hotel and other meeting venues, potential sites for social gatherings and the unique aspects of the city for hosting a quality attendee experience. Of the three cities, the Board agreed Columbus was offering the most concessions and best value to AFS and its attendees and considering the North Central Division would be next in the meeting rotation for 2020.

Board members offered the following comments and discussion:

- The importance of keeping Divisions and Chapters involved as meeting planning responsibilities move more fully to staff; existing relationships and contacts between Divisions/Chapters/GB members and local industry and agencies should also be leveraged.
- It was suggested that future meeting promotion and messaging should emphasize the diversity of content and educational opportunities to broaden its appeal and attract wider audiences. It was also brought up that the Society needs a defined metric to determine what makes a meeting a success – not just in terms of attendance numbers.
- Governing Board members also suggested to staff that the factors of site selection need to be weighed differently; for instance, the “x-factor” of cities is of minor importance compared to the cost and value of the meeting site, etc.
- Regarding the 150th anniversary at the 2020 meeting, there was discussion of the idea of marking the occasion with renaming the society (in conjunction with rebranding AFS as put forward by the Communications Committee), although there was also opposition to the suggestion, pointing out that AFS can’t be the “World Fisheries Society” and attempt to be all things to all people. There was also a suggestion that it would be appropriate for the 2020 meeting to have a past-present-future theme, as the Society looks 150 years ahead.

Conclusion:

Overall there was much appreciation for AFS staff’s increased involvement and initiative in the meeting planning process, with agreement that the current developments are a vast improvement over how things have traditionally been done in the past.

In regards to future Annual Meetings, there was general consensus among the Governing Board for the following actions:

1. To affirm the selection of Columbus, OH for the 2020 meeting site (only 1 opposing vote registered)
2. To recommend Baltimore, MD to the Management Committee for site selection of the 2021 Annual Meeting

2020 Site Selection

AFS 150th Annual Meeting

We're Having a Party!!!



Celebrating a Sesquicentennial anniversary

- offers many unique opportunities for meeting format, sponsorships, themes, and so on
- Attendance may potentially be strong for the meeting
- Contracting for a meeting site 4.5 years out is about on schedule
- **Site selection, proposal solicitation, negotiations handled 100% by AFS**

Background

- Dates considered
 - August 16 – 20, 2020 (most availability for all properties)**
 - August 23 – 27, 2020**
 - September 13 – 18, 2020**
- New information received after the March 14 MC call
- Better concessions from ALL Cities!!!

By the Numbers ...

- 26 Proposals distributed in U.S. & Caribbean
- 8 Quarterfinalists
- 5 Cities visited
- Hundreds of phone calls and emails!!!

Cities Visited

Columbus, OH Cincinnati, OH
Minneapolis, MN Baltimore, MD
Philadelphia, PA

Key Evaluation Criteria

- * Net allowance
 - * Attendee Value
 - * Hotel fit & layout
 - * Convention Center
 - * Venues for socials
 - * Pre/Post Activities
 - * The infamous X-Factor

“Observations from the Road”

- No one city meets all our needs; goal is to strike a balance
- All sites could accommodate the meeting, it's a matter of preference
- Have reached out for planning support from local Chapters
 - Letters of interest received for Baltimore; Columbus is pending / looks positive; Philadelphia remains ?

Meeting Site Rotation 2010 - 2019

Year	City	Western	North Central	North Eastern	Southern
2020	???		We're Next!		
2019	Reno, NV	X			
2018	Atlantic City, NJ			X	
2017	Tampa, FL				X
2016	Kansas City, MO		X		
2015	Portland, OR	X			
2014	Quebec, Canada			X	
2013	Littlerock, AR				X
2012	St. Paul, MN		X		
2011	Seattle, WA	X			
2010	Pittsburgh, PA			X	

Columbus, OH



Columbus, OH



Columbus, OH



Hyatt Columbus

Shawn's Room



Battelle Hall Conv Center



Finalist: Columbus, OH

Central Division

- Surprisingly wonderful (and trending) destination
- The City REALLY, REALLY wants our business!
- Offering the most concessions by a wide margin!
- Host hotel connected to Center- HIGHLY convenient, renovated
- Lowest hotel room rates for standard and government (40% alloc)
- Possible future meeting site if not selected for 2020

Finalist: Columbus, OH

Central Division

- Lacks cachet of other cities
- Ample (but not many) social venue options which fit AFS
- Has a small-town feel even though the 15th largest city in U.S.

Baltimore and its Inner Harbor



Hilton Baltimore & Marriott Harbor



Finalist: Baltimore, MD

Southern Division

- Another East Coast Destination
- Meeting rooms spread among two properties

Finalist: Baltimore, MD

Southern Division

- Baltimore Inner Harbor is an attractive destination
- Hilton & Marriott Hotels will accommodate all meeting needs
 - Eliminates the Conv Center rental fee
 - Low cost hotels and social venues within walking distance
- Competitive concessions (for this time of year)
- Tidewater Chapter has expressed interest in supporting this meeting

Philadelphia, PA



Marriott Philadelphia



Finalist: Philadelphia, PA NE Division

- Tier 1 City; best NE opportunity AFS has (Boston & NY generally very costly)
- Holding the meeting in the Marriott will avoid Center fees (union)
- Strong options for social venues; historical aspects of city
- Rates offered to AFS are LOWER than for other Associations
 - Student share block

Finalist: Philadelphia, PA NE Division

- Most expensive city to hold a meeting
- High cost site for attendees
- Would have been in Atlantic City 2 years earlier

Net Allowances to AFS

Description	Columbus	Baltimore	Philadelphia
Conv center fee	(\$7,000)	n/a	n/a
Hall rental			(\$5,500)
Meeting space		(\$8,500)	\$0
Room rebate	\$50,167	\$29,510	\$44,265
Other Allowances	\$10,000		
Totals	\$53,167	\$21,010	\$38,765

How the Finalist Compare

	Columbus	Baltimore	Philadelphia
Net \$ to AFS ***	+\$53,000	+\$21,000	+\$39,000
F&B discount/neg. pricing	15-20% / Best	10%/ Better	10% / Good
Room \$/ govt. block	\$174 / 40%	\$189 / 25%	\$199 / 20%
Overall concessions	Best	Better	Good
Conv Center	Excellent	n/a	n/a
Social venues	Sufficient	High	High
Activities / X-Factor	Good / High	Best / High	Best / Medium

*** F&B discounts not included in this line item

New Info and Discussion

- New information received after the March 14 MC call
- Better concessions from ALL Cities!!!
- Management Committee is recommending Columbus
- Open for discussion ...
- Ideas for celebrating the 150th Anniversary???

Attachment 5

Publications Report

Taylor & Francis journals publishing contract

Presented by Aaron Lerner, AFS Director of Publications

Background:

AFS has a contract with Taylor & Francis (T&F) to publish AFS's five journals and *Fisheries* magazine. The contract began January 2011 and ends December 2017. AFS must decide to renew the contract with T&F or contract with a new publisher.

Discussion:

AFS left our previous publisher Allen Press because of high costs, little marketing effort, and poor publishing technology. We selected T&F from a field of three contenders. The T&F contract included a \$1 million signing bonus, provides continuing staff support, and a guaranteed annual royalty (AFS receives 50% of revenue). AFS has complete editorial control, including setting journal subscription prices.

How are we doing?

- Number of "traditional" institutional subscriptions has decreased since 2010, but number of online consortium customers (mainly Federal and State agencies) increased from 9 to 35.
- Total income for 2015 was \$834,673, which is higher than previously-realized Allen Press income.
- AFS staff is currently unhappy with some T&F editorial production processes.

Conclusion:

T&F wants to initiate a new contract with AFS. Additionally, we will be meeting with Wiley who has also expressed interest in bidding, and we will solicit at least one other bid as well. We are asking the POC Chair, an AFS journal editor and associate editor, and an AFS Officer to suggest possible publishers and to review any new publishing contract.

Attachment 6

Membership Report

Background:

In addition to updating the Governing Board on the current state of membership, the Membership report focused on analyzing the results of a recruitment effort promotion that was started last year (2015) and also explored ideas for improving membership retention rates.

Discussion:

- In 2015, the experimental promotion for Regular and new members to pay 50% of the cost of joining resulted in the acquisition of 276 new Regular members. Out of this number, only 35% renewed for the next term. This type of effort boosted overall membership numbers, however it was costly, and retention records have usually been poor.
- Expanding tangible benefits for members create better and lasting results, as shown in the attached presentation when registration rates were lowered for Young Professionals.
- Current retention rate varies between 69–73%. The goal is to increase our retention rate to industry standard of 75%. To achieve this goal, we need to not only increase Benefit package for members, but also clearly define them as benefits, not features. For example – online membership directory – that is a feature; your ability to find, collaborate and network with your peers – is a benefit. AFS needs to find the “golden handcuff” benefit – something that makes the organization unique, and very valuable to members. In addition, long-term members should be recognized for their loyalty.
- The Membership Department along with Communications continues to work on improving the “join now” process, as well as workflow of members-only pages.
- AFS is increasing communication with members through the new Communications Module as well as the Task Center. We send out 6 automated renewal reminders with an attached invoice, and one paper renewal. We acknowledge renewed memberships through automated “thank you” notes.
- **Governing Board suggestions:**
 - o AFS should recognize member loyalty through small ways, such as gifting pins, hats, certificates etc.
 - o We should try reaching out to non-members whose records are in iMIS
 - o Promote the idea that AFS is “my community,” since careers are strongly tied to networking. AFS has the necessary online community software and could focus on those early in their careers.
 - o Improve the process of adding/changing subunits online to make it easy for members who already pay dues to make such changes/additions.

- For recruitment purposes, a two way communication between Chapters and HQ is needed. At present, Chapters resist sharing lists of Chapter-only members.
- Chapters' reluctance to share their members' names is caused by a lack of trust. Chapter members do not want their information to be sold out to vendors.
- The process of implementing unit rebates needs to be revised; a balance between value and cost needs to be struck

Conclusion:

1. It is very important that AFS makes it easier for members to join/add chapters and sections online.
2. The goal is to make the joining process as easy as it would be to make a purchase on Amazon.com – the process should be simple and clear, with as few clicks needed as possible, and membership rates should be displayed prominently on the website.

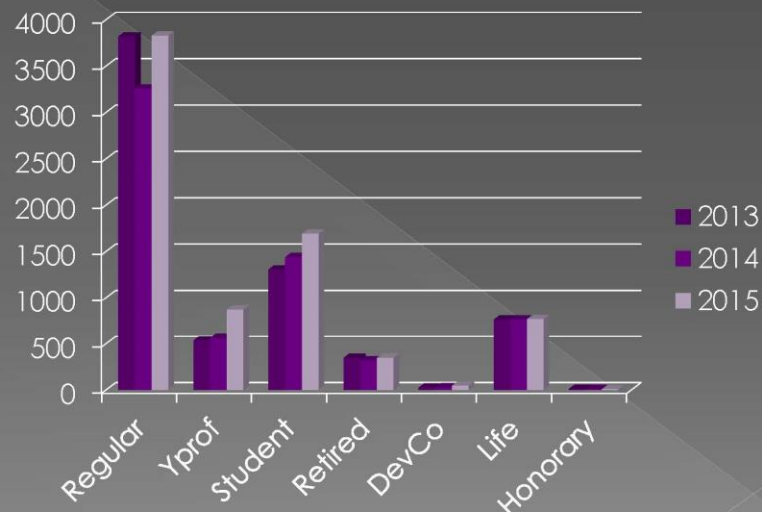
The Art and Science of Membership



Points to consider

- Results of recruitment efforts
- Retention rates
- Communications with members
- Benefits vs. features
- What renewing members value most

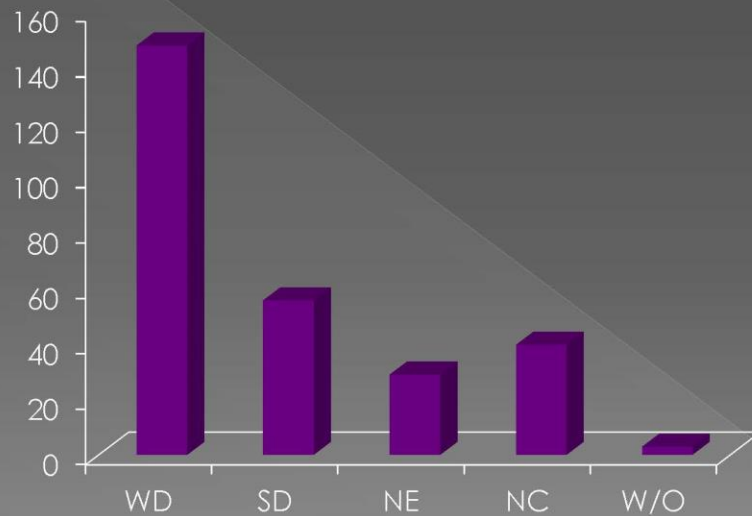
Three year membership comparison



2015 half price special

- 276 new Regular members gained
- 167 did not renew for 2016: renewal rate 35%
- Cost of recruiting a member > \$80.00
- Was the goal achieved?

2015 Promotion by Division



Young Professionals Members

- 93 joined in 2015 to attend meeting in Portland
- 93 renewed 2016 dues
- 100% renewal rate



Overall Renewal Trend

- AFS gains between 1000 and 1800 new members per year
- Renewal rate varies from 69% to 73%; 78% is an average for non-profits
- Discounted dues offerings produce short term result at very high cost to society
- An engaged member is the most loyal member

How to cement member allegiance

- Clearly define our values, what makes us unique
- Convey benefits (not features), find our “golden handcuffs”
- Reward loyalty and long term commitment

What loyal members say:

- “I need to be a member of international scientific society to get promoted” Vera Da Silva
- “AFS provided me structure, growth, continuity, leadership, and connections as I progressed through my degrees and career” Patrick Cooney
- “When I worked at the CalTech, AFS provided the science information I needed. Now – retired, but still like to stay on top and be involved, so I support AFS with my retired dues” member since 1986

Attachment 7

Units and Awards Report

Background:

AFS Staff member Jasmine Sewell provided the Governing Board with a brief update on recent developments with the Units and Awards, specifically in regards to the new Awards pages on the website that allow for easier use and greater clarity.

Discussion:

Since the Governing Board meeting in Portland (2015), 11 student subunits have been successfully established. Additionally, the Awards pages on the AFS website have been updated, allowing users to view Award criteria and submit award nominations more easily. The ability to upload and attach multiple PDFs to nomination forms and to order award items (certificates, plaques, holders, etc.) were some of the key features of the new Awards page. The biggest change to the society awards was the award review page, which now allows the award chairs to review all of the nominations they have received in one central place, making it more accessible to award committees.

The following Unit Goals were set forth for the coming year:

- To create an automated billing process for awards
- To hold regularly-scheduled, monthly calls with unit chairs
- To advertise for award nominations year-round
- To explore new vendors for all awards
- To reorganize the awards into clear categories on the website
- To encourage all units to have their own official website/page

Conclusion:

No questions were raised in regards to the update, and there was general consensus among the Governing Board to proceed with the Unit goals that were put forward.

Attachment 8

Certification and Hutton Report

Background:

A brief update on the AFS Certification and Hutton programs was provided to the Governing Board by Educational Program Coordinator Cynthia Oboh. The report sought to capture this year's increased number of applicants, the new strategies in place, and the challenges ahead.

Discussion:

(1) AFS Certification Program

Currently for 2016 there have been 89 certification applications, 69 of those applicants being awarded. The deadlines for application submissions has been changed to reflect university schedules and deadlines, enabling the board to have time to review all applications. Some goals and challenges were set for the remainder of the year:

- A new Chairperson will need to be sought out, as current chair Scott Decker will be stepping down after the Kansas City meeting.
- The Board of Certification is seeking to retire the two-tiered application system and integrate them into a single, streamlined process.
- The application process will also be moved to an online format for easier access and use.
- AFS will be partnering with The Wildlife Society (TWS) this year to strategize how certification can best be implemented within agencies; this meeting takes place at the end of April, 2016.

In response to this update, the Governing Board suggested looking into the possibility of moving the application deadline to after May, making it easier and timelier for newly-graduated college students to apply. It was also suggested that reminder emails for certification renewals be sent out well in advance of the deadline.

(2) Hutton Program

This year, Hutton scholarship awards have increased from \$3000 to \$4000. For this period, 125 student applications and 65 mentor applications had been received. Due to unforeseen technical glitches, the deadline for applications was pushed back, but with the extended deadline, the number of applicants increased to 230 students and 74 mentors—the high number of applicants this year was also due to new proactivity in recruitment. A couple of new changes for this past year include the following:

- AFS now has promotional partners helping to endorse the Hutton website to students; most of these are teachers and mentors who are major student influencers

- The new policy of recruiting mentors first and students second is helping to match students to mentors who are in similar geographic locations
- New efforts to reach out to minority groups and female scholars resulted in 80% of this year's applicants being female, many of whom are located out West

Conclusion:

No issues were raised by the Governing Board. There appeared to be general affirmation of the progress being made in both Certification and Hutton programs.

The goal for the Hutton program this year is to find and fill any "gaps" in information and dissemination in order to increase awareness and presence of the program.

Attachment 9

2016 ED Annual Work Plan Mid-year Status Report

AFS Executive Director Doug Austen

Submitted to AFS President Ron Essig, Management Committee and Governing Board

Mid-year Governing Board meeting, April 6, 2016

(based upon ED plan of work submitted at Portland annual meeting, August 2016)

Goal Summary	Specific Activities	Target or goal	Status Update
Science Goal: <i>(Advance and promote fisheries, aquaculture, and aquatic sciences).</i>			
Annual Meeting Management	<ol style="list-style-type: none">1. Need to finalize transitional responsibility chart with KC and continually adjust for future meetings.2. Re-align AFS staff responsibilities for supporting AFS meeting with particular emphasis on finance, information management, program, and scheduling.	<ul style="list-style-type: none">• Meet financial target for Kansas City meeting• Increase podcasting of KC meeting from what was accomplished in Portland with goal of	<ul style="list-style-type: none">• Staff realignment nearly completed with Shawn established as meetings coordinator and all meetings management responsibilities under Deputy Director for Finance and Operations. This has included staff management of site selection for 2020 meeting as well as staff support for WD meeting and possibly other unit meetings.

	3. Expand annual meeting podcasts and develop pricing and marketing of podcasts.	1/3 to ½ of sessions podcast.	<ul style="list-style-type: none"> Annual meeting shared responsibilities table updated to reflect KC roles and evolving roles for Tampa and AC Contracts for hotels and convention center signed for 2019 joint AFS-TWS meeting. Podcast options still being explored.
Review and enhancement of <i>Fisheries</i> magazine	1. Continue to identify key synthesis article and theme issue topics as well as annual meeting synopses in <i>Fisheries</i> 2. Fully incorporate PCG recommendations as allowed by resources	<ul style="list-style-type: none"> At least two thematic issues of <i>Fisheries</i> published 	<ul style="list-style-type: none"> Climate Change (June) and Education (date TBD) issues in process of completion. CC issue to be sent to all registrants at the North American Wildlife and Natural Resources Conference. Need to start search for new Co-Chief Science Editor Need to re-evaluate staff support for <i>Fisheries</i>
Explore open access joint journal with TWS	Work with POC and TWS to evaluate potential or open access journal	<ul style="list-style-type: none"> Support POC and AFS leadership in developing concept document and evaluation report. 	<ul style="list-style-type: none"> No new developments
Education Goal: <i>(Support education and professional development in fisheries, aquaculture, and aquatic sciences).</i>			
CE @ annual meeting	Develop full slate of high quality Kansas City CE classes	At least 8 courses successfully offered at KC annual meeting	<ul style="list-style-type: none"> Jessica Mosely and CEC have been developing a full slate of courses.
CE Distance Learning offerings	Continue to expand CE distance learning offerings	At least one full CE course provided using distance learning technology	<ul style="list-style-type: none"> Funding being acquired for AFS special publication 30 (Monetary valuation) which includes development of full distance learning coursework. Webinars initiated prior to KC meeting
Education subgoal: Certification Program			
Certification program assessment to better understand and document utilization	Certification assessment tool developed by Gail (Survey Monkey) but not deployed. Findings of	Complete survey and provide report to CE	<ul style="list-style-type: none"> No action to date. To be reviewed by staff and Certification committee before any further action.

and value certification	survey can be used for improve and market certification program.	committee and AFS leadership	
Re-engineering of administrative aspects of certification program	Need to improve automation and business process of certification to reduce management time.		<ul style="list-style-type: none"> • Certification committee addressing this issue. No anticipated completion date has been established.
Communication Goal: <i>(To provide coherent, strategic work plan promoting AFS science, expertise and community).</i>			
Science-Policy engagement	Expand policy reviews and utilize a variety of media outlets to convey science on policy issues, including potential Op-Ed development for national media		<ul style="list-style-type: none"> • Successfully completed session and North American conference on science-management interaction (see attachment No. 1 for program agenda)
Social media	Incorporate PCG recommendations with regard to establishing guidelines for each media type. Continue to expand social media presence of AFS	1. Completed social media guidelines 2. Expanded number of social media accounts	<ul style="list-style-type: none"> • Social media guidelines have been implemented • New social media accounts have been opened and interactivity increased
Implementation of PCG recommendations	Continue to implement PCG recommendations in a prioritized basis utilizing GB/MC guidance	Utilize metrics provided by PCG and refine or develop additional metrics as appropriate	<ul style="list-style-type: none"> • Martha Wilson working with Gwen White and Communications committee to provide full review and discussion at mid-year GB meeting • Internal staff communications and web teams actively meeting and addressing needs. WordPress training for staff initiated and first class completed.
Networking Goal: <i>(Provide forums and networks to promote interaction among fisheries professionals and students).</i>			
Continue to expand AFS partnership	Expanded partnership with TRCP, in process of completing new cooperative agreements with USGS and USFWS. AFS joined CASS and has been	Add at least two new cooperative agreements	<ul style="list-style-type: none"> • MOU with USFWS, Cooperative Fish and Wildlife Research Units and TWS signed by all parties.

efforts with other organizations	participating regularly in coordination calls. Host 3 rd Fisheries Leadership Dialogue	or significant partner engagements.	<ul style="list-style-type: none"> Leadership dialogue transitioned to Policy discussion in support of the Next Administration policy recommendations document.
World Fisheries Congress	8 th WFC to be held in Busan, S. Korea in May 2016. Support program chair Donna Parrish and work with organizers to provide AFS support.		<ul style="list-style-type: none"> Minor involvement in WFC2016. Attended update meeting held at JSFS on March 28, 2016
World Council of Fisheries Societies (WCFS)	<ol style="list-style-type: none"> 1. Manage process of selection of location and host for 2020 WFC. 2. Re-engage WCFS partners in reviewing and implementing strategic plan and related activities. 3. Improve administration of WCFS including completion of new web site, dues collection, more frequent communication among WCFS partners 		<ul style="list-style-type: none"> Developed request for bids document for WFC2020, review by WCFS Executive Board, and circulation to all WCFS member societies as well as through other outlets. Responded to numerous requests for additional information with resulting single appropriate bid being forward to WCFS members for consideration. WCFS meeting established in Busan in conjunction with WFC2016
<p>Advocacy Goal: <i>(Promote the fisheries profession and support evidence-based decision making for the conservation, development, and sustainable use of fisheries resources and aquatic ecosystems).</i></p>			
Congressional briefings	Identify appropriate topics and successfully accomplish events. Work with new federal partners (USGS and USFWS) to finalize Cooperative Agreements for support of briefings	Meet obligations of the various cooperative agreements	
Policy revisions	Develop timeline for review and revision of existing policies and advance effort to complete updates		<ul style="list-style-type: none"> Working with Tom Bigford, Taylor Pool at the RPC to re-evaluate the AFS policy development process and propose new approaches for development, design and utilization of AFS policies. Initial discussions to be held at mid-year GB meeting in Potomac, MD.
Fully develop the AFS Policy Fellows Program	Expand funding for policy program in 2016	Hire at least one policy fellow and two interns.	<ul style="list-style-type: none"> Included in budget and authorized Policy staff to hire summer interns and continue with search and awarding of 2016 AFS Policy Fellow.

Governance Goal: *(Practice good governance of the Society and its member units).*

Development program	Staff and launch AFS development program with goal of \$100,000 in new funds in CY2016	\$100,000 in new funds for AFS	<ul style="list-style-type: none"> Initial search failed to find an appropriate candidate. New search initiated utilizing expanded outreach options. Intent is to fill by June 1, 2016.
Complete review and revision of the AFS Investment Policy	Investment committee convened but activities not completed (see report to Governing Board)		<ul style="list-style-type: none"> Dan Cassidy and re-organized investment committee have developed RFP to acquire outside contractual expertise in development investment plan. Proposals have been received and are currently being evaluated.
Evaluate performance of all AFS contractors	Initial discussions on contracts but no formal reviews completed.		<ul style="list-style-type: none"> AFS works with a variety of contractors to provide specific services. These include: <ol style="list-style-type: none"> 1. Computer Showcase – Office network, PC, and software 2. ISG – Re-seller and technical support for iMIS 3. WoodStreet – website design 4. DeLeon and Stang – Accounting, taxes, and payroll 5. Gelman, Rosenberg & Freedman – Audit 6. AXA – Investment management 7. Helms-Briscoe – annual meeting site review and contracting 8. Others (copy machines, etc.) As these contracts come up for renewal, they are being evaluated or alternative ways of providing services are being explored. For example, the 2020 annual meeting selection process was run entirely by AFS staff with a potential savings of \$20,000 - \$30,000 and what we believe will be better rates for hotel and convention center facilities. After the 2016 audit, the Audit Committee will initiate a process of reviewing the auditor performance and determine if starting a RFQ process is warranted.
Support of AFS Officers, MC, and GB activities	Improve quality and timeliness of support for various AFS leadership activities such as: minutes of meetings, submission of GB reports,	1. Provide to President, complete and accurate minutes of monthly MC calls within 7 days.	<ul style="list-style-type: none"> Have been mostly successful in providing completed draft MC minutes to President within 7 days. Exceptions have been due to AFS activities such as Division or Chapter meetings where there were delays due to travel, etc. GB minutes are up-to-date

		2. Provide to President complete and accurate minutes of Governing Board meetings within 30 days.	<ul style="list-style-type: none"> • All GB and MC minutes are being placed on AFS website accessible to members only • Still need to address challenges of ensuring material sent to GB, MC and others is appropriately reviewed by President and is of the highest quality and completeness.
Marketing AFS membership	Develop new programs and content to expand AFS membership including, but not limited to, working with chapters to move more affiliates into AFS membership status.	10% increase in total member numbers for AFS in 2016 over 2015	<ul style="list-style-type: none"> • Membership committee (both internal staff committee and AFS committee) have been pursuing options. Limited discussion will take place at mid-year with anticipation of proposals for activities to be presented at KC meeting. • Internal work teams have focused on identifying and prioritizing key marketing materials to be developed such as a brochure-style handout and expanded web site content.

Attachment 10

Barriers and Bridges in Reconnecting Natural Resource Science and Management Convened at the North American Wildlife and Natural Resources Conference, Pittsburgh, PA

Tuesday, March 15 • 1:00 p.m. - 5:00 p.m.

Workshop Organizers:

Byron K. Williams, The Wildlife Society

Doug Austen, American Fisheries Society

Ron Regan, Association of Fish & Wildlife Agencies

John Organ, U.S.G.S. Cooperative Research Units

Jonathan Mawdsley, Association of Fish & Wildlife Agencies

Keith Norris, The Wildlife Society

Workshop Sponsors:

Association of Fish & Wildlife Agencies • American Fisheries Society • The Wildlife Society • U.S.G.S.
Cooperative Research Units • Wildlife Management Institute

OVERVIEW:

This workshop will engage the audience to identify causes of the growing disconnect between natural resource science and management and possible steps that can be taken to re-connect them. It will explore some institutional arrangements in the natural resources profession that have been successful in sustaining linkages between science and management, and some that have not been successful.

Perspectives and insights will be provided by state agency directors, university program leaders and scientists, federal agency leaders, and executive directors of The Wildlife Society and the American Fisheries Society.

Expected outcomes of the workshop will be the identification of the key impediments and challenges in better connecting natural resource science and management, potential approaches in overcoming these barriers, and next steps in building the necessary institutional linkages.

Workshop Agenda:

Workshop to be moderated and facilitated
by Dave Case, DJ Case & Associates

Introduction - Framing the Issues and Identifying Objectives John Organ, USGS
Cooperative Research Units

1:00 p.m.

Part 1 - Validating the Problem and Pinpointing the Challenges

1:10 p.m.

Science Capacity in State Agencies

Dave Chanda, New Jersey Dept. of Fish & Wildlife

1:25 p.m.

Changes in University Research and Education

Steve McMullin, Virginia Polytechnic Institute and State University

1:40 p.m.

Panel Discussion: Challenges, Barriers, and Concerns in Reconnecting Science and Management

Bob Ziehmer, Missouri Department of Conservation

Nick Wiley, Florida Fish & Wildlife Conservation Commission

John Hayes, Colorado State University and NAUFWP

Chad Bishop, University of Montana

2:20 p.m.

Audience Discussion with Panel

Facilitated by Dave Case, D.J. Case & Associates

2:45 p.m.

BREAK

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

Decisions

3:00 p.m.

U.S. Fish and Wildlife Service perspectives

Paul Souza, U.S. Fish & Wildlife Service

3:15 p.m.

Adaptive Harvest Management

Fred Johnson, U.S. Geological Survey

Dale Humberg, Ducks Unlimited

3:30 p.m.

Fisheries Management Councils

Kiley Dancy, Mid-Atlantic Fisheries Management Council

Rich Seagraves, Mid-Atlantic Fisheries Management Council

Chris Moore, Mid-Atlantic Fisheries Management Council

Robert Beal, Atlantic States Marine Fisheries Commission

3:45 p.m.

Lesser Prairie Chicken Conservation

Dave Haukos, USGS Cooperative Research Units

Jeff Prendergast, Kansas Wildlife, Parks, and Tourism

4:00 p.m.

Audience Discussion

Facilitated by Dave Case, D.J. Case & Associates

Part 3 - Analyzing What Works and What Doesn't

4:15 p.m.

Take-home Messages - Similarities in Process Challenges and Opportunities in Case Studies

Wendi Weber, U.S. Fish & Wildlife Service

4:35 p.m.

Final Audience Discussion

Facilitated by Dave Case, D.J. Case & Associates

Part 4 - Conclusions and Looking Forward

4:50 p.m.

Next Steps in reconnecting natural resources science and management

Ken Williams, The Wildlife Society

Doug Austen, American Fisheries Society

5:00 p.m.

Adjourn