

# American Fisheries Society Governing Board

## 2018 Mid-Year Meeting

Wednesday, March 7, 2018  
San Juan, Puerto Rico

### Minutes of the Meeting

#### Participants:

##### Governing Board Members

Steve McMullin – AFS President  
Jesse Trushenski <sup>(1)</sup> – President-Elect  
Scott Bonar – First Vice President  
Brian Murphy - Second Vice President  
Joe Margraf – Past President  
Justin Davis - Northeastern Division - President  
John Magee <sup>(1)</sup> - Northeastern Division – President-elect  
Mark Pyron - North Central Division - President  
Heather Hettinger <sup>(1)</sup> - North Central Division – President-elect  
Craig Bonds - Southern Division - President  
Wes Neal - Southern Division – President-elect  
Brian Missildine <sup>(1)</sup> - Western Division - President  
Jackie Watson <sup>(1)</sup> - Western Division – President Elect  
Dana Postlewait - Bioengineering Section - President  
Mark Fincel – Education Section - President  
April Croxton <sup>(1)</sup> - Equal Opportunities Section - President  
Lynn Waterhouse <sup>(1)</sup> - Estuaries Section - President  
Steve Lochmann - Fish Culture Section - President  
Tom Lang <sup>(1)</sup> - Fish Habitat Section - President  
Esteban Soto <sup>(1)</sup> - Fish Health Section - President  
Rebecca Krogman - Fisheries Information & Technology Section - President  
Randy Schultz <sup>(1)</sup> - Fisheries Management Section - President  
Wendylee Stott - Genetics Section - President  
Danielle Reich - International Fisheries Section (proxy for Steve Cooke, President)  
Cynthia Jones <sup>(1)</sup> – Marine Fisheries Section - President  
Syma Ebbin - Socioeconomics Section – President  
John Boreman <sup>(1)</sup> – Constitution Consultant (non-voting)  
Dennis Riecke - Constitutional Consultant Apprentice (non-voting)  
Dan Weaver - Student Subsection of Education Section (non-voting)  
Doug Austen – Executive Director (non-voting)

### **Emerging Leaders**

Dan Dauwalter

Patrick O'Rourke

### **Guests:**

Brooke Penaluna - guest speaker

### **Staff:**

Katrina Dunn

Aaron Lerner

Drue Winters

Eva Przygodzki

Shawn Johnston

Dan Cassidy

Lauren Maza

Martha Wilson <sup>(1)</sup>

<sup>(1)</sup> Participating via remote connection

## **Minutes of the Meeting**

**1. Quorum confirmed by Boreman and called to order at 8:05 AM by McMullin**

**2. Roll Call and Announcement of Proxies**

**3. Wes Porak** - Reported on service day and that 80 people have signed up. Participants will meet at 7:30 a.m. to revised location. Fundraising has been exceptional and will support for Puerto Rico Chapter members to attend the Southern Division meeting in the next couple of days.

**4. Approval of Agenda**

Agenda approved by unanimous consent

**5. Review of minutes from Tampa GB meetings** (approved on quarterly Governing Board call January 9, 2018) and minutes from January 9 call.

No corrections/additions. Minutes stand as approved.

**6. Review and update on Management Committee Activities**

A. Austen reported that Management Committee (MC) minutes are on website. The MC primarily handles operating issues.

B. Trushenski reported on her draft plan of work (POW) for the 2018-2019 Presidential year (Attachment A). This will be submitted for approval in Atlantic City. The POW has five priorities and is being reported now to ask for comments. The key areas are: (1) Prof development with focus on soft skills training is needed, (2) Fisheries science to lay audiences, (3) Diversity inclusion with specific actions to be identified through rest of this year, (4) Publications: continue

serving needs of readers, (and (5) 2020-2024 strategic plan: start planning and hand off to Scott Bonar.

No comments were provided from the board. Comments may also be emailed to Trushenski.

#### **7. Governing Board Reporting Tool (GBRT) – Przygodzki**

Przygodzki reported that the GBRT is cloned each year to provide a clean version for new data entry with the previous data saved. There can be modifications each year to meet changing needs. A presentation of updates made since Tampa was provided. All officers from units will be able to log in to make edits. All strategies are now on one page. Edits can be made and saved throughout the year. Eva to share all comments w/Jesse and Jim Bowker.

- A.** Question for GB- what needs to be on output reports and executive summary? Current report is a summary of all submitted reports. Division summaries are being developed.
- B.** Margraf noted that we need a high level summary of business (motions) passed by Governing Board in order to better find historical actions by the GB.
- C.** Austen notes that GBRT sample output would include be collecting CE activities from units, to be able to replay content at other meetings/online
- D.** Additional comments on the GBRT are due by April 17, 2018
- E.** McMullin requested that a user's guide with Frequently Asked Questions would be helpful. Przygodzki responded that such a document has been developed and will be available to all users.

#### **8. Publishing update – Wiley contract transition, books program update and future options**

Director of Publications Lerner reported on the following (See Attachments B and C):

- A.** Wiley transition: New covers will be designed for each journal. Photos from members and authors will be used and each issue will feature a different cover.
- B.** Summary of Wiley benefits. See PPT presentation.
- C.** Editors in chief - Applications received for EIC for TAFS, NAJFM, Fisheries, and MCF. Will hopefully have selections made by end of March. EIC will have general oversight, review performance of edits, etc.
- D.** Journal production coordinator: will advertise for position in late spring (so Wiley transition will be complete). To help Laura with copy editing, tracking of production
- E.** Grey literature clearinghouse: AFS used to have one. Submitted proposal to AFWA for funding. Will have response by end of year. Funding from individual states is a good backup.
- F.** Books: sales revenue down since 2015 (30%) and decline in titles published. Symposium books make up current books, but these don't sell all that well.
- G.** GB Comments and Discussion
  - (1) Suggestions for improvement-hire marketing person and/or better marketing; establish/expand co-publishing agreements;
  - (2) Brian Murphy-half of books available through PDF? What is policy? Aaron-older titles are not PDFs. Staff can make them available via scanning, but older titles are not big sellers. Policy is every newly published title becomes PDF, including individual chapters

- (3) Scott Bonar-Is there a way to add titles to Amazon, etc.? Lerner responded that a few years ago this was researched and, at that time, AFS would take a financial penalty by selling on Amazon. However, this may be worth another look at Amazon rates. AFS can't stop resale on Amazon. AFS is first seller that comes up in searches for our titles
- (4) Justin Davis-what about funding for upkeep of grey literature database? Austen responded that AFS submitted a proposal for funding through the USFWS Multistate Conservation Grant Program. This is run through AFWA and has received endorsement from the Fisheries and Water Resources Policy Committee and the Science and Technology Committee. This is for development of the system and is not a proposal for management of it at this point. The question of access by state agencies has not been resolved but likely would be either free or bundled with organizational membership.
- (5) Rebecca Krogman – With regard to PDFs sales? How does this work and what are the costs? Lerner responded that they are not as successful as hoped. PDF downloads are currently 15% of books sales.
- (6) Tom Lang/Jackie Watson-make additional/older titles available for sale online. Aaron-this is a reprinting question. Sometimes it is not financially worthwhile to reprint to be able to sell a small number of copies. AFS will explore scanning old titles and making them available as PDF's.
- (7) Mark Pyron-Would it be worth it to use for-profit publishers? Aaron-royalties are a lot less for AFS.
- (8) Steve McMullin asked if there is a pricing structure for scanning older out-of-print titles. Response was that this would need to be developed.
- (9) Dennis Riecke suggested that AFS poll the membership via units to ask what AFS should publish. This could explore titles that members are buying from other sources that can't be found through AFS? Do we sell to others for resale? Lerner responded that there is no reason that someone can't buy from AFS and resell on Amazon. Recently a college bookstore printed 100 copies of Murphy's book. April 2017 survey asked about what topics AFS should publish. Scott Bonar suggested that we reached out to the fish chiefs for help with soliciting for titles.
- (10) Wendylee Stott suggested that it would be useful to have someone help with the mechanics (i.e. what makes a good chapter outline?)
- (11) Request from Aaron to GB that each of them contact sections and other units to suggest needed book titles. Report back before Atlantic City meeting.

## 9. Workshop and discussion on Diversity, Implicit or unintended bias presentation and discussion.

### A. Diversity Joint Venture (DJV) update (April Croxton)

AFS is a member of the DJV and sits on the leadership team. Five key areas of focus: (1) marketing of conservation field; (2) build an inclusive environment; (3) increased access to resources; (4) greater education for the public (5) Diversity activities at annual meeting and related topics. McMullin noted that we have made progress with diversity, but have a long way

to go.

B. Brooke Penaluna led a presentation and working discussion on implicit bias and diversity (Attachment D)

- i. Diversity and inclusion is a personal journey. Three topics for discussion today: (1) Bias, (2) What diversity looks like in fisheries, and (3) Potential solutions. The GB members were then paired up to talk about the Harvard Implicit Bias Test (<https://implicit.harvard.edu/implicit/takeatest.html>). The question was asked, “How did it make you feel and what was surprising?” Comments included:
  - b. Nervous, feeling like you’re wanting to do with right, one GB members stated that he didn’t want to take it having worked at a historically black college, does the test lead the test taker to lead you to think in a biased way?
  - c. Brooke Penaluna noted that women are equality as biased as men. The test is designed to identify initial thoughts and unconscious bias.
  - d. Question was presented on how to close the gap between a persons’ reaction and what you think you’re supposed to be doing/thinking? How to become consistent? Is it training?
- ii. How to address the bias? First, address the problem. Admit you need to work at it. As a society, are we making people feel welcome at meetings? Are we as inclusive as we should be? Identify first-time attendees at AC meetings-this makes people feel included without singling anyone out. Use welcoming body language. How to address this issue at chapter/division meetings? Brooke noted that studies show that if you’re human, you have bias. Some are visible identities are others are not. Step 1-what are the biases? There are explicit (conscious) and implicit. In general, women and minorities are underrepresented in professional societies. What is a more valuable comparison? Fisheries females vs. census females or vs. working females. Is the issue at AFS a recruitment or retention issue?
- iii. Small group discussion: what can we do to attract people to AFS? How do you select people (for labs, jobs, awards)? How can we develop AFS members and leaders? How can we retain members?
- iv. Attract to AFS: marketing our science as a higher achievement (as a profession); market to non-traditional degree programs; recruit at chapters (for chapter members who are not AFS members); push fisheries as a “service to your community”; more recognition of the value of the field; what are we portraying outwards of who we are
- v. How do we select: use of rubrics? Should we add soft skill meetings, add mentoring for future leaders; better advertising for leadership positions (particularly in sections); Jesse plans on adding more soft skills to her plan of work;

vi. Action items from Diversity and Inclusion special committees:

Make diversity a core value of AFS; develop a code of conduct for meetings; eliminate structural bias; make sexual harassment intolerable throughout AFS; diversity training at meetings; expand relevant sections of unit survival guide; make section meeting attendance more obvious; provide childcare at meetings; develop local welcoming committee; create an anonymous complaint system for society; employ daytime networking option (i.e. coffee); be aware of micro-aggressions  
Scott Bonar asked, “where do you find balance between being biased and being overly sensitive?” Response was to start by raising awareness

vii. Take aways from Brooke: Fisheries science workshop is not diverse, but we have made some progress. Continual assessment of ourselves and our biases. Challenge yourself to have more uncomfortable conversations.

**10. 150<sup>th</sup> Anniversary Activities Planning (Attachments E, F, and G) – 1<sup>st</sup> Vice President Bonar**

AFS leadership is developing a possible Fish History Section charge that may be a part of the 150<sup>th</sup> planning. The AFS 2020 is 150<sup>th</sup> meeting in Columbus. Meeting focus will include the history and looking forwards. Paying attention to the environment. Where do you want to see AFS go in the future? How do we celebrate this and how do we make it special? Need to get people excited about Columbus and get people to the meeting. How can we get our message out?

A. There are many options to explore. For example, states chapters or agencies could bring exhibits about fish in their state. U.S. Fish and Wildlife Service is having their 150<sup>th</sup> the following year (2021) and this may provide opportunities to partner with them 2020 is an election year and Ohio is a swing state; are there opportunities to leverage this? How does this fit into publications, sections, divisions, and chapter activities?

B. Questions for small group discussion:

**What do you want to accomplish with the celebration of the 150<sup>th</sup>?**

Great opportunity for media coverage; raise awareness of what AFS does/why is fisheries important?

**What will the impact be at the end of 2020?**

C. Initial suggestions:

i. Collect timeline of important milestones

“On this day in fisheries...”

Introduce people to 150 fish

Go through publications data

Bring back Century of Fisheries book. Add on to it.

Day of fisheries – service day for the public

Ramp up certification programs (to help elevate the profession)

- ii. Small group work: What to do for 150<sup>th</sup>? What to do for Annual Meeting? Pick 2 ideas from each category. Take 4 minutes on each to expand. (See instructions for this exercise and results in **Attachment G**)
- iii. Top ideas 150<sup>th</sup>:
  - Bizarre fish sampling
  - "On this day"
  - 150 days of fishes
  - Special issue of fisheries, articles in other pubs for non-anglers
  - Logo/photo competition
  - 150 for the future (donate \$1.50 per day)
  - Timeline of fisheries history
  - Time capsule – collect from chapters/divisions
- iv. Top ideas for the Columbus Annual Meeting:
  - Commemorative keepsakes
  - Rubber fish race (like the rubber duck races)
  - Exhibits/history of AFS and fisheries
  - Fish Ball
  - Fishing competition
  - Museum exhibit (equipment on display for public), time capsule, video
  - Community involvement-public to spawning run, see museum displays

## 11. The Future of AFS Annual Meetings (Attachment H and I)

- A. Cassidy reviewed the recent history of annual meetings with several key points.
  - (1) Currently, funding is returned to division/chapter, for partnering with AFS to host annual meeting. Do we need to make changes to the meeting model?
  - (2) In the new and evolving meeting model AFS staff has started taking over additional tasks in 2015. As this matures it will help with meeting management and expectation consistency year over year: These tasks include: All aspects of financial management, contracts, program guide, help with abstract software, website management, meeting app, fundraising help, AV coordination, meeting room sets, and more.
- B. Does AFS continue divisional rotation for annual meeting?
  - Northeast division says they are dependent on the inflow of cash every 4 years. Concern about not moving the meeting around.
  - Need to find a balance between keeping divisions engaged but finding "popular" definitions.
  - Maybe following a rigid 4 year rotation might not be needed, but move the meeting around
  - Dan: keep in mind meeting room space/hotel rooms, as well as pricing for meetings.
- C. McMullin asked if it is time to think about a new revenue sharing model.
  - Bonar - Can the attendance from each division each year drive the revenue share?
  - Murphy - Need to find balance of social and economic issues of meeting locations

Riecke – AFS should explore a flat fee to division per attendee at the meeting from their division

McMullin - this should go to management committee, as it is a financial decision.

D. Atlantic City registration:

- Member registration to be set under \$500. Registration barely covers cost of attendance. Student/retiree registration doesn't cover attendee costs.
- How to set registration rates for students, retirees, young professionals?
- Craig: not sure why Young Professional (YP) registration is so heavily discounted. Most YPs are covered by their jobs, so the agency is saving money, not the individual.
- Murphy noted that the same reasoning goes for students

Cassidy suggested the following options for registration rates:

- Student rate at %50 of member early rate
- YP rate at 75% of member early rate
- Retiree rate set to student rate.

Comments:

Steve Lochmann: doesn't like the idea of student rate making AFS lose money per person

Dan Weaver: AFS could explore separate undergrad and graduate rates.

McMullin concluded that there doesn't seem to be anyone disagreeing with proposal to increase student/YP rates.

E. Annual meeting – time of year

Best time of year? There doesn't seem to be an agreement, largely due to different dates of class starting. Looking for a few weeks to be able to use to bid on dates for 2022 and beyond. Brian Murphy suggested that we should include late September dates in bidding dates.

F. Meeting Overview Committee – redefining the charge (**Attachment I**):

This proposed modification to the charge to this committee would create a standing program committee to assist with scheduling, fundraising, abstract management system.

Margraf noted that this committee should include representatives from host cities for the next few years in order to help them gain meeting planning knowledge

**12. AFS Strategic Plan for 2020-2025 – Update and discussion of key issues**

Austen reported (on behalf of Jim Bowker) on the status of the work on the 2020-2025 AFS Strategic Plan with the following key point (see **Attachment J**):

- A. The planning team wanted to create a document similar to Michigan DNR Wildlife strategic plan.
- B. Two major goals were established: 1. Improve the conservation/sustainability of fishery resources (6 strategies). 2. Promote development of fisheries professionals (9 strategies).
- C. The plan will include a process to track progress. Units will be asked to compile data throughout the year.



- D. Committee meeting to be held in March. Develop reportable measures for each goal.

### **13. Re-constructing the AFS committee process (Attachment K)**

- A. Background: Currently, committee appointments are made after annual meeting. As a result, committees lose a lot of time getting organized and established. Further, new committee members are solicited when membership renewed which is late fall and early in the calendar year, which is the wrong time of year for populating the committees. Finally, committees should have an opportunity to meet @ annual meeting.
- B. Recommendation: establish committees before annual meeting. Be able to use annual meeting for committee planning meetings.  
Start recruiting committee chairs on May 1. Call for committee volunteers on June 1.  
Committees in place for annual meeting.  
Dennis Riecke recommended that AFS consider committee appointments that last 2 years.

### **14. Policy Update – MSA, Recovering America’s Wildlife Act, other items (Attachment L)**

AFS Policy Director Drue Winter is focusing attention on three major areas that were defined in consultation with the Officers in October 2017; the Recovering America’s Wildlife Act (RAWA), the Magnuson-Stevens Act (MSA), and the Waters of the U.S. rule (WOTUS)

- A. RAWA provides funding for state wildlife action plans. Drue is looking for unit leaders to be more involved! RAWA was the topic of the second policy webinar in February 2018
- B. Magnuson-Stevens Act. Special committee has formed (Congress) but progress is slow.
- C. Waters of the US (repeal/replacement of). Three rules are in play. The withdrawal of previous definition has been finalized and litigation filed. The administration May see replacement rule as soon as next month.
- D. Comments:  
McMullin noted that we are experiencing some real challenges with current administration with science and policy making.  
Bonar noted that AFS may be missing the boat by not working on human caused climate change. AFS is a conservation association and we should engage in issues as significant as climate change.  
Cynthia Jones observed that one of the missions of AFS is to help people understand the foundations of science.

### **15. Report of the Constitutional Consultant - Motions for consideration (Boreman)**

- A. Communications Committee  
Recommended Motion: Recommend AFS membership approval to convert the AFS Communications Committee from a special committee with annual appointment at the discretion of the President to a permanent standing committee.  
Minority View: None.  
Background for Motion: AFS staff now includes a dedicated Communications Director and team leads for several communications functions, including publications. Therefore, a

consistent committee presence is necessary to act as a conduit for guidance on developing, implementing, and evaluating communications strategies and actions among AFS members, staff, and external partners. The Communications Committee functions as an internal advisory group to facilitate development and implementation of consistent strategies, tools, and practices that guide the conduct of communication from the Society, units (chapters, sections, and divisions), and subunits. The focus of the committee will be the development and maintenance of the AFS Communications Strategic Plan and provision of assessment and recommendations on communication approaches. Helping protect the integrity of the Society's image or brand will be an outcome of this process. Separate from the committee and headquarters staff, the AFS Science Communication Section will manage science communication expertise as a service to individual members or member groups.

B. Proposed Change to RULES

**Rule 14. Standing Committees**

vi. The COMMUNICATIONS COMMITTEE assists and advises the President, units/subunits, and staff on strategic planning, implementation, and training for communications functions and products, and streamlines AFS social media presence and the interaction within the AFS community to share information.

Moved on changes A and B by Boreman; 2<sup>nd</sup> by Steve Lochmann.

No discussion or questions from the Governing Board members.

Approved with unanimous consent

**16. Report by President McMullin**

A. Plenary session planning. 4 scheduled:

- Mamie Parker (diversity and inclusion)
- Bonnie McKay (Rutgers, social and science interface. Balancing science and stakeholder engagement)
- Christine O'Connell (communicating to non-technical audiences)
- Chris Oliver (NMFS Administrator)

B. Attending other society meetings, including Japanese Fisheries Society. Jesse went to China and Korea. Atlantic City team is drafting locations for other societies to visit in NJ.

**17. Report by Executive Director Austen (Attachment M)** – A brief status of accomplishments toward the 2017-2018 plan of work was provided.

**18. Additional old business** - None.

**19. New Business**

- A. Mark Fincel (education section) – what is next for ICE? (intersectional committee on education)  
Formed by Ron Essig. Steve-committee should report to officers.

- B. Danielle (international fisheries section)-have new editorial assistance program for internationals
- C. Wendylee - Genetics section is looking to offer additional student travel grants
- D. Dan Weaver – student subsection is hosting symposium in AC. Over a dozen subunits participating.
- E. Steve-hosting leading at all levels workshop on Friday here in PR.

**20. Adjourned by President McMullin at 4:32 pm**

# Attachment A

**President's Plan of Work  
Jesse Trushenski  
August 2018-August 2019**

**To Be Presented to AFS Governing Board  
August 2018  
Atlantic City, NJ**

My work as president of the AFS will be grounded in the following priorities:

1. Address gaps in the professional development of fisheries professionals
2. Make fisheries relevant to the public and increase the accessibility of fisheries science to lay audiences
3. Continue efforts to increase diversity within the fisheries profession
4. Strengthen AFS publications by fostering mentorship and professional development of editorial board members and emphasizing the importance of a quality experience for authors
5. Finalize and prepare for implementation of 2020-2024 Strategic Plan

These priorities address a number of elements of the Society's current Strategic Plan and are discussed in further detail below.

## **1. Address gaps in the professional development of fisheries professionals**

The Special Committee on Education (appointed by President Essig) identified 'soft skills' as a particularly important gap in the formal education and early on-the-job training of fisheries professionals. This circumstance is not unique to the fisheries profession: most scientific disciplines are finding recent cohorts of students and young professionals to be well-trained in the technical aspects of their field, but inexperienced in the practicalities and interpersonal aspects of the profession. While employers have identified communication, time management, conflict resolution, and other interpersonal skills as the most important for the success of young fisheries professionals, they are not part of the formal training provided by most fisheries education programs. AFS is uniquely well-positioned to help members close this gap by providing a series of courses focused on soft skills and related subjects. Offering such courses may also help members interested in Professional Certification to satisfy Human Dimensions or other education/experience requirements.

Specific actions proposed—Appoint a Special Committee to develop a curriculum of soft skills continuing education (CE) courses needed by fisheries and other natural resources professionals. Courses may include supervision/motivation, conflict resolution, meeting management, media training, budget management, diversity topics, etc. Charge the

Special Committee with identifying the highest priority subjects and developing courses to roll out during the 2019 Annual Meeting. Work with AFS staff to develop additional courses/materials and develop branding around a 'fundamentals of the fisheries profession' collection of CE courses.

Strategic Plan Strategies addressed: 2, 8

## **2. Make fisheries relevant to the public and increase the accessibility of fisheries science to lay audiences**

This priority will build upon those of Presidents Margraf and McMullin to make fisheries science a recognized discipline in the eyes of the public and to make fisheries information accessible to decision-makers. During my term as President, the Society will engage on a number of fronts to make fisheries science more accessible, understandable, and relevant to non-scientists.

Specific actions proposed—Host the first joint meeting of the American Fisheries Society and the Wildlife Society in Reno, NV, providing what may be the largest forum of natural resource management and conservation professionals in our Nation's history. Leverage this unique opportunity to hold interdisciplinary continuing education courses and symposia focused on science communication, develop content for non-scientists attending the meeting, and engage decision-makers, conservation leaders, and media professionals as participants in the annual meeting. Focus on the everyday relevance of thriving fisheries in President's Columns, providing facts, figures, and stories suited to internal use by fisheries professionals and external distribution via other outlets. Engage Science Communication Section and AFS staff in developing connections with popular media and in the development training materials to help fisheries professionals be more media savvy. Appoint a Special Committee to address the Society's needs regarding public outreach and media engagement.

Strategic Plan Strategies addressed: 1, 2, 3, 4, 6, 7, 10

## **3. Continuing efforts to increase diversity within the fisheries profession**

Diversity strengthens populations and makes ecosystems more resilient in the face of change. Diversity is equally essential to the resilience of our profession, as well as its current and future effectiveness. Our profession and Society must better reflect the communities whose resources we study and steward on their behalf.

Specific action proposed—Reappoint the Special Committee for Diversity and work closely with this group and the Equal Opportunities Section (EOS) to take up the recommendations and action items developed in the course of their work during President McMullin's term. Appoint a Special Committee to identify ways in which the interests of Native American Tribes/First Nations can be better represented within the American Fisheries Society, such as the creation of an EOS subsection, development of a continuing education course to provide an introduction to tribal/First Nation's fisheries

issues, etc. Charge all AFS committee chairs to address diversity in the appointment of committee members and otherwise in the course of their work.

Strategic Plan Strategies addressed: 11, 12

#### **4. Strengthen AFS publications by fostering mentorship and professional development of editorial board members and emphasizing the importance of a quality experience for authors**

The Special Committee to Increase the Relevance of AFS Publications (appointed by President Margraf) largely reaffirmed the mission and objectives of the Society's journals, but recommended a number of actions to reset the course for some publications that had drifted from their intended purpose. The Special Committee also recommended the appointment of Editors-in-Chief (EICs) for several of the Society's journals to enact these measures and to provide for greater communication and cohesion among within and among the editorial boards for each journal.

Specific action proposed—Work with the Publications Overview Committee and AFS staff to complete the hiring and integration of the EICs. Charge the EICs and editors of the journals to implement mechanisms for redirecting worthy manuscripts to other, more appropriate journals within the AFS stable; establish procedural norms for the process by which manuscripts are reviewed; identify expectations for EICs, Editors, Associate Editors, and reviewers; and implement strategies to develop editors/reviewers to uphold the journals' standard and ensure authors experience a fair, predictable process when submitting manuscripts for consideration by AFS journals.

Strategic Plan Strategies addressed: 5

#### **5. Finalize and prepare for implementation of 2020-2024 Strategic Plan**

Although the next 5-year Strategic Plan will not take effect until after my term as President has concluded, the work of the Special Committee for Strategic Planning (appointed by President McMullin) will be ongoing through 2019. There is also the matter of updating the Governing Board Reporting Tool in 2019 so it is ready to accommodate changes in reporting taking effect in 2020.

Specific action proposed—Renew the appointment of the Special Committee for Strategic Planning to continue the work of their original charge to prepare a new Strategic Plan for consideration by the AFS Governing Board at the 2019 Annual Meeting. Expand the charge of this committee to oversee revisions to the Governing Board Reporting Tool to ensure integration between previous and future datasets and prepare for reporting under the 2020-2024 Strategic Plan.

Strategic Plan Strategies addressed: 10, 15

# Attachment B

## Books Program Summary and Report

### Mission

The AFS book program (1) promotes excellence in fisheries science by publishing proceedings of fisheries conferences and in-depth studies of fisheries and interdisciplinary subjects; (2) supports training in fisheries science, management, and related disciplines by developing, publishing, and disseminating textbooks, reference books, manuals, and software; and (3) supports publishing efforts of Society subunits by providing planning, production, and distribution guidance and assistance. The program seeks to anticipate, identify, and respond to information needs of its customers, and to transfer science-based information to the broadest possible audience, including the general public.

### Background

The book program began in 1948, with *A List of Common and Scientific Names of the Better Known Fishes of the United States and Canada*, which is part of the Special Publications series. The Monograph series began in 1976 as a vehicle for long papers on focused subjects. The Society began publishing unnumbered, non-serial books in 1976; these are now listed in our “Professional and Trade” series, which accounts for 37% of all AFS titles. Begun in 1987, our Symposium series, which publishes the proceedings of AFS symposia, comprises 46% of our titles.

Through a marketing agreement with the AFS Fisheries Information & Technology section, AFS began selling software titles in 2010.

In 2015 the Online Bookstore began offering electronic versions (PDFs) of the full text of selected books as well as individual chapters. Currently, about half of the titles are available as PDFs.

The books program is self-supporting, and its products are priced to be affordable to AFS members and the public. AFS publishes many fisheries science titles that are of somewhat limited interest and have fairly low sales potential, and probably would not be published elsewhere. However, we believe that publishing such titles furthers the science. There are currently 185 titles available for sale – a full list is at: <http://fisheries.org/bookstore/series-type-and-number/>.

Most titles are produced in-house by two book production coordinators. AFS books are priced to be affordable, and AFS members receive a 30% discount off the list price.

2009	2010	2011	2012	2013	2014	2015	2016	2017
Sales Revenue								
	\$278,688	\$253,090	\$217,767	\$275,213	\$181,621	\$184,002	\$139,400	\$130,572
Number of book proposals received								
6	5	2	4	3	2	2	3	6
Number of titles published:								
9	5	6	6	4	4	3	3	3

Book Sales by Title (2016):

Title	Qty Sold
FISHERIES TECHNIQUES, THIRD EDITION	506
INLAND FISHERIES MANAGEMENT, 3RD EDITION	271
CASE STUDIES IN FISHERIES CONSERVATION & MANAGEMENT	192
ANALYSIS AND INTERPRETATION OF FRESHWATER FISHERIES DATA	135
FISH HATCHERY MGMT 2ND ED	111
STANDARD METHODS FOR SAMPLING N. AMER FRESHWATER FISHES	102
ONEIDA LAKE: LONG-TERM DYNAMICS OF A MANAGED ECOSYSTEM	72
SY#73 COMMUNITY ECOLOGY OF STREAM FISHES	70
TELEMETRY TECHNIQUES: A USER GUIDE FOR FISHERIES RESEARCH	69
SP#34 COMMON & SCIENTIFIC NAMES OF FISHES, 7TH EDITION	53
AFS GUIDE TO FISHERIES EMPLOYMENT, 2ND EDITION	53
SCIENTIFIC COMMUNICATION FOR NATURAL RESOURCE PROFESSIONALS	50
SMALL IMPOUNDMENT MANAGEMENT IN NORTH AMERICA	48
SY#76 ADVANCES IN FISH TAGGING AND MARKING TECHNOLOGY	47
SALMONID FIELD PROTOCOLS HANDBOOK	46
FISHERY RESOURCES, ENVIRONMENT, & CONSERVATION IN NTHE MISSISSIPPI & YANGTZE	40
SY#31 BLACK BASS: ECOLOGY, CONSERVATION, & MANAGEMENT	37
BLUEGILLS: BIOLOGY AND BEHAVIOR	37
BIOLOGY, MANAGEMENT, AND CULTURE OF WALLEYE & SAUGER	37

In a typical year about half of the proposals received are the result of direct solicitation (e.g., every Annual Meeting Symposium organizer is contacted).

In an April 2017 survey of AFS book purchasers, AFS members, and AFS journal authors, we asked their opinion of the books program:

*“How would you rate AFS books (intellectual content, editorial quality, timeliness of information, usefulness of information, and physical quality and appearance?”*

Responses:

Symposia series – “High”

Textbooks – “High”

Special publication series – “High”



In the same survey we asked what topics future AFS books should cover:

Subject Area	Times cited
Statistics/modeling/data analysis	124
Ecology	65
Climate change	55
Aquaculture	44
Management	32
Diseases	31
R analysis	31
Habitat	30
Human dimensions	30
Stock assessment	29
Invasives	27
Restoration	26
Passage	23
Salmonids	23
Genetics	22
Ecosystem-based management	21
Conservation	19
Physiology	18
Telemetry	16
Hatcheries	14
Sampling	14

Strengths:

1. Financially self-sustaining program, and affordable titles

2. In-house book coordinators' high level of expertise, and use of latest production techniques
3. Excellent reputation among fisheries professionals
4. We serve our primary audience of fisheries professionals. Many AFS titles would be passed up by other publishers (both non-profit and commercial), but they are valued by fisheries professionals.
5. Both print and electronic versions are available for many titles, including the entire book or individual chapters.

#### Weaknesses:

1. Number of book proposals is down, and most proposals are based on symposia which have the least interest and are the poorest sellers
2. Declining sales and revenues
3. Marketing of titles is very limited, and mostly restricted to AFS members
4. PDFs are offered, but there are no e-book options
5. Minimal effort to solicit new book projects outside established sources
6. Online Bookstore sometimes crashes or develops functionality problems; no capability to search only the Bookstore (dedicated search capability)
7. No marketing expertise among Publications Department staff
8. Time to publication for some titles has been excessive (3+ years), making the science out of date

#### Opportunities:

1. How do we solicit more proposals?
2. Should AFS partner with commercial providers to run the books program?
3. Should AFS broaden the books program by establishing co-publishing arrangements with other societies (i.e., AFS would do the editorial production work on their books)?
4. Should AFS look to move into new categories of titles that extend beyond solely professional books, such as lay audience of anglers and aquatic conservation advocates; science/nature trade (educated and interested nontechnical readers); educational (K-12) and outreach; and/or children's science/nature?
5. Identify subject areas of high interest and actively pursue authors.
6. Match possible book titles with possible funding sources (federal agencies, foundations, other non-profits).

#### Threats:

1. Other fisheries science publishers compete with AFS for new titles.
2. Is there a declining interest in books as a general societal trend?
3. AFS royalty payments to authors is low – authors receive higher royalties elsewhere.

#### Suggested Strategies:

##### **A. Establish an editorial committee of AFS members to:**

- Review needs assessment information and recommend potential book projects;
- Determine the merits of submitted book proposals;
- Identify and help recruit editors, authors, and reviewers;
- "Scout" potential projects at conferences; and
- Develop a formal acquisitions program to attract quality manuscripts.

## **B. Improved Marketing**

AFS Editorial Office staff write promotional copy and recommend target audiences, despite having no marketing expertise in these areas. Due to lack of resources, promotional efforts are focused on new title releases and backlist titles are seldom targeted.

We do not currently have the expertise on staff to conduct effective market research, but this will become critical if we move into an aggressive acquisitions effort. A successful acquisitions program depends on (a) ongoing market research; (b) detailed analysis of promotional efforts, mailing list performance, sales records, buyer profiles, etc.; and (c) well-designed, effective marketing materials.

It is usually a Marketing Department's responsibility to know the buying audience and their buying habits; to conduct research; to write effective copy; to design and place ads; to develop marketing plans and budgets; to solicit, secure, and evaluate the performance of lists; to obtain and maintain realistic measurements of the effectiveness of all on-going marketing campaigns, as well as individual promotion and sales efforts; to allocate effort and budget to the most effective approaches; to accurately project trends in the marketplace; and to provide estimates of sales potential of proposed future products.

The AFS book publishing program has a strong foundation upon which to build: (a) a respected reputation for editorial and production standards, (b) access to expert members as a source of potential authors and reviewers, (c) a market niche, (d) some access to primary and secondary markets, (e) strong volunteer support, and (f) knowledgeable staff.

Expansion of the book program and the goal of increased non-dues revenue will quickly create the need for concentrated marketing of editorial products. **A full-time marketing position dedicated to (or with a strong emphasis on) marketing books and other information-based products should be considered.**

## **C. Encourage co-publishing arrangements** with other professional scientific, conservation, and environmental societies/organizations.

AFS already has co-publishing agreements with other publishers and societies, most notably with the University of Washington Press, with whom we have published “Inland Fishes of Washington, 2nd edition,” “Behavior and Ecology of Pacific Salmon and Trout,” and currently the second edition of “Behavior and Ecology of Pacific Salmon and Trout.” In the latter case AFS is laying out the text and graphics, and will receive 800 gratis books to sell (worth about \$32,000).

AFS should contact other scientific societies/publishers, offering our composition and printing expertise.

**D. Assign Digital Object Identifiers (DOIs) to our books and book chapters to make them electronically discoverable.**

The books program has been criticized because our titles are not indexed by Google Scholar as our journal articles are. In order to be indexed, book chapters must be able to be searched and indexed by Google; however the abstract and text of our books is behind a firewall (the AFS Online Bookstore). This results in much less visibility for books, and consequently prospective book authors and editors may be reluctant to publish with AFS.

AFS through our co-publisher) currently assigns “digital object identifiers” (DOIs) to all journal articles. For example:

**No Evidence of Site Fidelity in Atlantic Croakers or Spot in the Shore Zone of Lower Delaware Bay (pages 1093–1100)**

Michael P. Torre, Danielle M. Lifavi, William P. Kaestner and Timothy E. Targett

Version of Record online: 25 AUG 2017 | DOI: 10.1080/00028487.2017.1360391

DOIs provide a means of perpetual identification of journal articles (and books) through citation-linking services. The DOIs in a reference list function as links to the content. The DOI may be hidden under a button labeled Article, CrossRef, PubMed, or another full-text vendor name. Readers can then click on the button to view the actual article or to view an abstract and an opportunity to purchase a copy of the item. If the link is not live or if the DOI is referenced in a print publication, the reader can enter the DOI into the DOI resolver search field provided by the registration agency CrossRef.org and be directed to the article or a link to purchase it.

## Why publishers assign CrossRef DOIs to books

---

- Persistent linking---books interlink with journal articles and other scholarly content
- Inbound links drive traffic;
- Outbound links add value and utility to readers
- CrossRef Book DOIs can resolve to information on purchasing -- for *both* print *and* online books
- Access/authentication remain under publisher control

# Attachment C



## AFS Publications Programs Update

Aaron Lerner, Publications Director

AFS Mid-Year Meeting  
March 8, 2018

### TOPICS

- ✓ Wiley journal program transition
- ✓ Journal Editors-in-Chief selection
- ✓ Journal Production Coordinator hiring
- ✓ Gray literature database
- ✓ Books program update

## ✓WILEY JOURNAL PROGRAM TRANSITION



- Signing bonus of \$900,000; AFS received first quarter 2018 royalty
- Seamless transfer to Wiley ScholarOne manuscript submission system
- Working closely with Wiley production staff to resolve style and production issues: January and February issues of *Fisheries* published late, as have most articles from our traditional journals
- Launch of AFS journals “hub” delayed until April
- Working with Wiley on cooperative marketing and communication plan

### ✓ **Journal Editors-in-Chief selection**

- Advertised for EICs for TAFS, NAJFM, *Fisheries*, and MCF in accordance with Reno Workshop recommendations
- Received applications for all open positions
- Applicants will be selected by Executive Director, POC Chair, and Pubs Director in March

### ✓ **Journal Production Coordinator hiring**

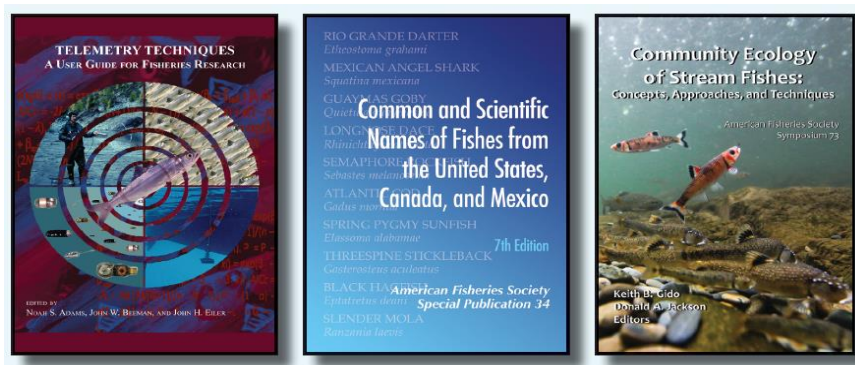
- In accordance with Reno Workshop recommendations, will hire a full-time journal production coordinator to assist the Production Manager
- Will advertise in late Spring, which allows AFS journals staff to smooth out most remaining production problems connected with the Wiley transition



## ✓ Gray literature database

- Following enthusiastic survey results, Reno Workshop recommendations, and additional positive feedback, we submitted a funding proposal to AFWA in February 2018 under the Multistate Conservation Grant Program to enable AFS to develop a gray literature database
- If funding is not approved through the AFWA process, AFS will seek funding from individual states

## ✓ Books program update



- Background:
  - a. Sales revenue down (-30% from 2015)
  - b. Number of titles published yearly down
  - c. Most proposals unsolicited and infrequent, and based on symposia which are poor sellers
  - d. Marketing of titles is very limited; minimal effort to solicit new titles

- Possible strategies to improve program:
  - a. Better marketing
  - b. Establish/expand co-publishing arrangements with other publishers, societies, & organizations
  - c. Establish an AFS committee to recommend potential new titles (needs assessment), and identify and recruit editors and authors

### Exercise:

Governing Board members (representing each AFS Section) suggest needed new titles (and editors/authors) relating to that Section's discipline

## Additional Data

Sales revenue:

2010	2011	2012	2013	2014	2015	2016	2017
\$278,688	\$253,090	\$217,767	\$275,213	\$181,621	\$184,002	\$139,400	\$130,572

Number of book proposals received:

2009	2010	2011	2012	2013	2014	2015	2016	2017
6	5	2	4	3	2	2	3	6

Number of titles published:

2009	2010	2011	2012	2013	2014	2015	2016	2017
9	5	6	6	4	4	3	3	3

April 2017 survey results: "What topics should future AFS books cover?"

Subject Area	Times cited
Statistics/modeling/data analysis	124
Ecology	65
Climate change	55
Aquaculture	44
Management	32
Diseases	31
R analysis	31
Habitat	30
Human dimensions	30
Stock assessment	29
Invasives	27
Restoration	26
Passage	23
Salmonids	23
Genetics	22
Ecosystem-based management	21

Strengths:

1. Financially self-sustaining program, and affordable titles
2. In-house book coordinators' high level of expertise, and use of latest production techniques
3. Excellent reputation among fisheries professionals
4. We serve our primary audience of fisheries professionals. Many AFS titles would be passed up by other publishers (both non-profit and commercial), but they are valued by fisheries professionals.
5. Both print and electronic versions are available for many titles, including the entire book or individual chapters.

Weaknesses:

1. Number of book proposals is down, and most proposals are based on symposia which have the least interest and are the poorest sellers
2. Declining sales and revenues
3. Marketing of titles is very limited, and mostly restricted to AFS members
4. PDFs are offered, but there are no e-book options
5. Online Bookstore sometimes crashes or develops functionality problems; no capability to search only the Bookstore
6. No marketing expertise among Publications Department staff
7. Time to publication for some titles has been excessive (3+ years), making the science out of date
8. Minimal effort to solicit new book projects outside established sources

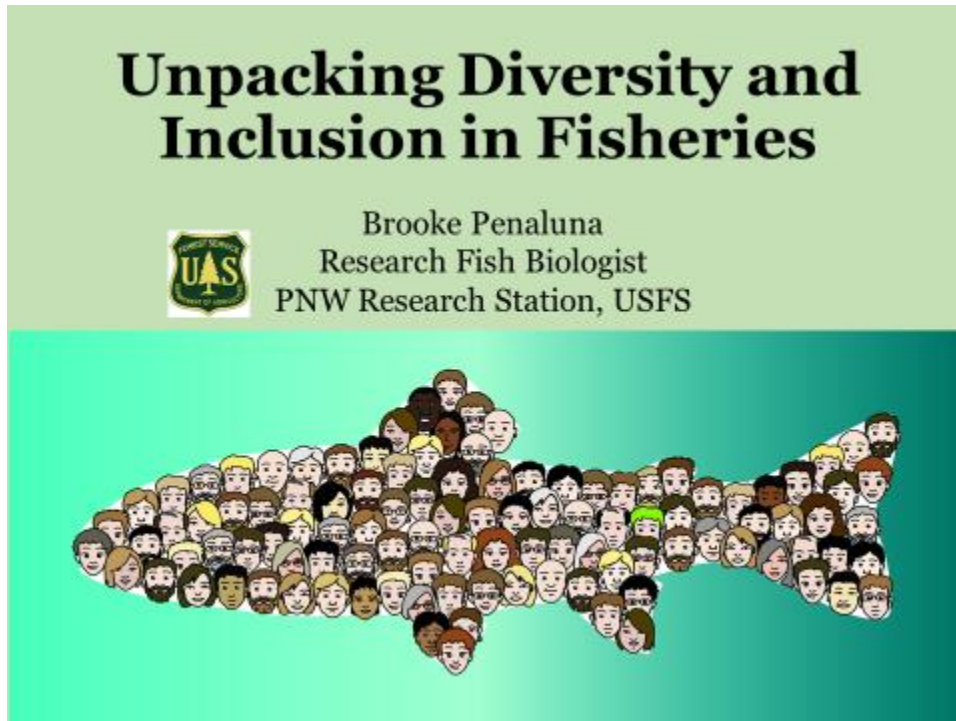
Opportunities:

1. How do we solicit more proposals?
2. Should AFS partner with commercial providers to run the books program?
3. Should AFS broaden the books program by establishing co-publishing arrangements with other societies (i.e., AFS would do the editorial production work on other organizations' books)?
4. Should AFS move into new categories of titles that extend beyond solely professional books, such as lay audience of anglers and aquatic conservation advocates; science/nature trade (educated and interested nontechnical readers); educational (K-12) and outreach; and/or children's science/nature?
5. Identify subject areas of high interest and actively pursue authors.
6. Match possible book titles with possible funding sources

Threats:

1. Other fisheries science publishers compete with AFS for new titles.
2. Is there a declining interest in books as a general societal trend?
3. AFS royalty payments to authors is low – authors receive higher royalties elsewhere.

## Attachment D



### Pair up

- Describe what the test was like
- How did it make you feel?
- What surprised you?
- How do you think you can address your biases?

# Our understanding of unconscious bias has exploded in the past two decades

Over **1,000 studies** in the past 10 years have shown that if you're human, you have bias, and that it impacts almost every variation of human identity

- race, gender, sexual orientation, body size, height, religion, accent, hand dominance

**The question is not "do we have biases?" but rather "which biases are ours?"**



Ross (2014)

## What are biases?

Preferences and leanings which can impair judgement

**"Explicit"**= fully and clearly expressed or demonstrated; deliberate; readily observable

### Explicit biases:

- Deliberate, conscious, intentional
- Easy to recognize in ourselves
- Prejudiced or bigoted beliefs, intentions, and actions

**INTENT AND IMPACT**

**"Implicit"**= implied, but not plainly expressed; without awareness

### Implicit biases:

- Unconscious or not deliberate, unintentional
- Difficult to recognize in ourselves
- Often contradict our egalitarian beliefs, intentions, efforts

**IMPACT WITHOUT INTENT**

Slide from Anne Gillies, Oregon State University



## Biases may be conscious or unconscious, but their impacts are universal

Proportion of women musicians in most prestigious orchestras of the world

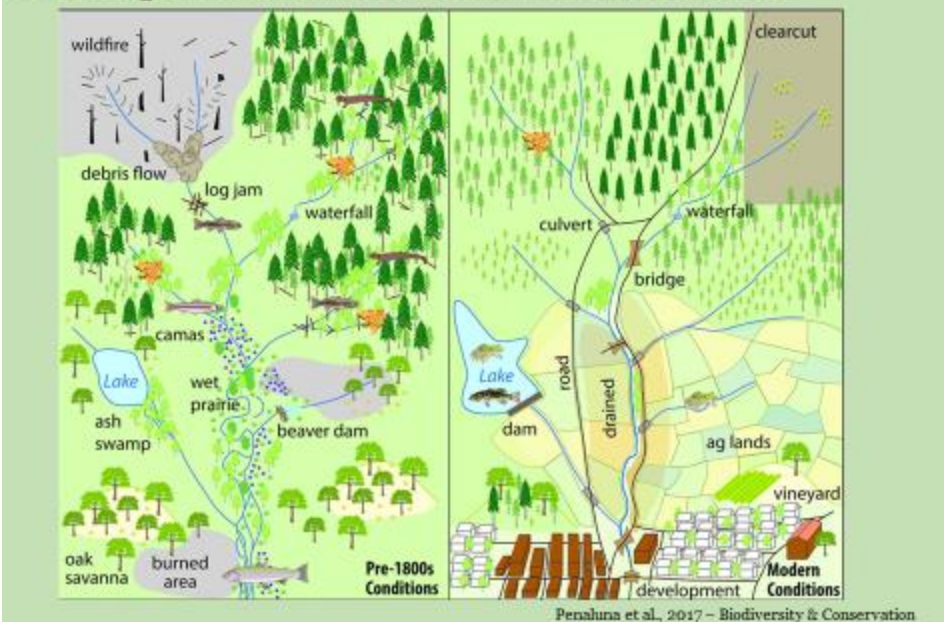
- 1970: 5%
- 1980: 12%
- Today it is almost 40%



Ross (2014)



## Fisheries faces unprecedented challenges because of complex human-environmental issues



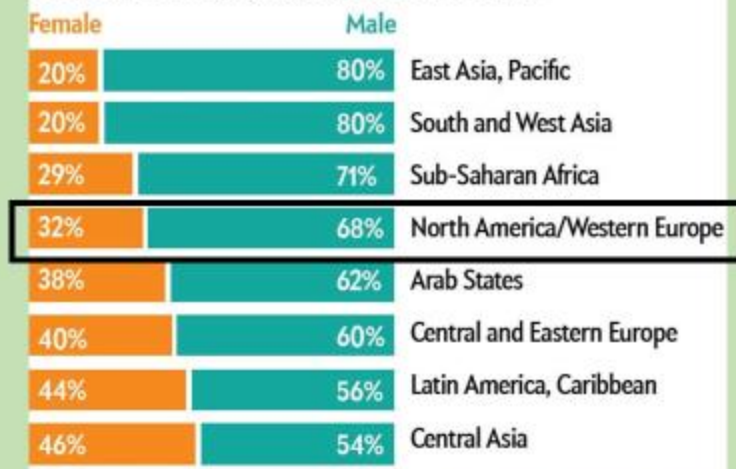
## A Diverse Workforce

- Generates new ideas, promotes innovation, leads to better problem solving (Østergaard et al. 2011)
- Enhances scientific productivity (Horta 2013)
- Increases the chances that the science will be high-impact (Freeman and Huang 2015)



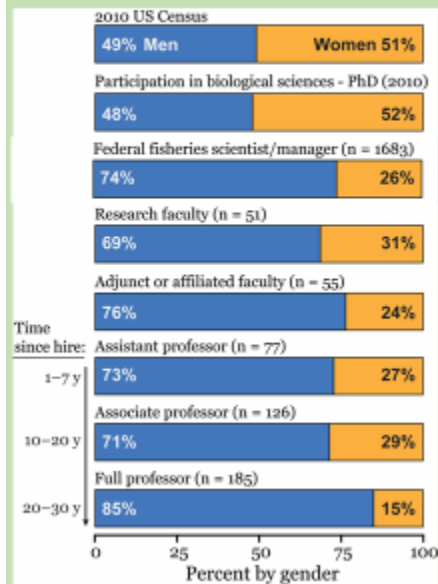
## Current research workforce dominated by men worldwide

Research Workforce, by Region (2010, or latest data)



Source: <https://www.scientificamerican.com/article/diversity-in-science-where-are-the-data/>

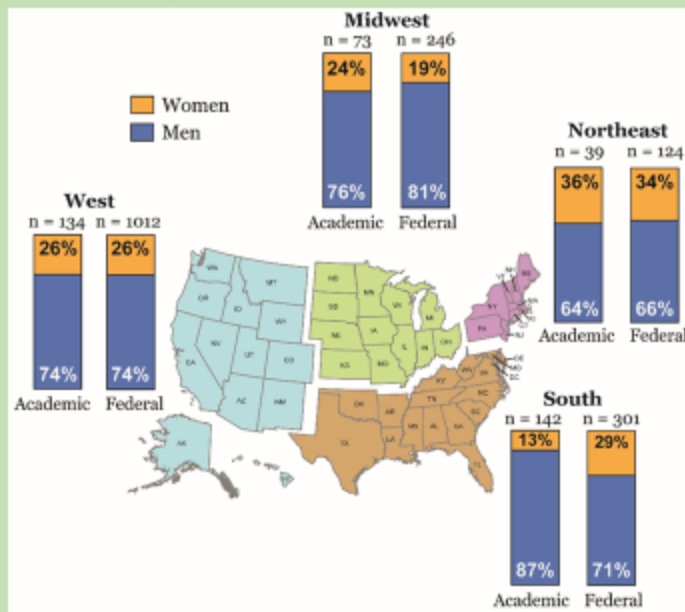
## Limited representation of women in fisheries science



- >70% of tenure-track faculty are men
- Lack of diversity is consistent between academia and federal government
- “Leaky pipeline” exists at various levels

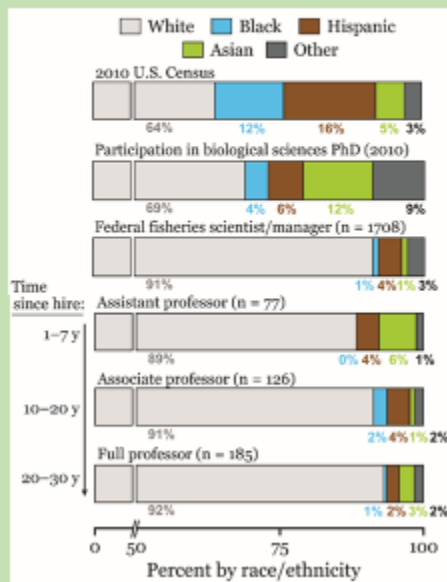
Arismendi and Penaluna (2016)

## Women: poorly represented in the South and Midwest; Northeast has shown the most progress



Arismendi and Penabaz (2016)

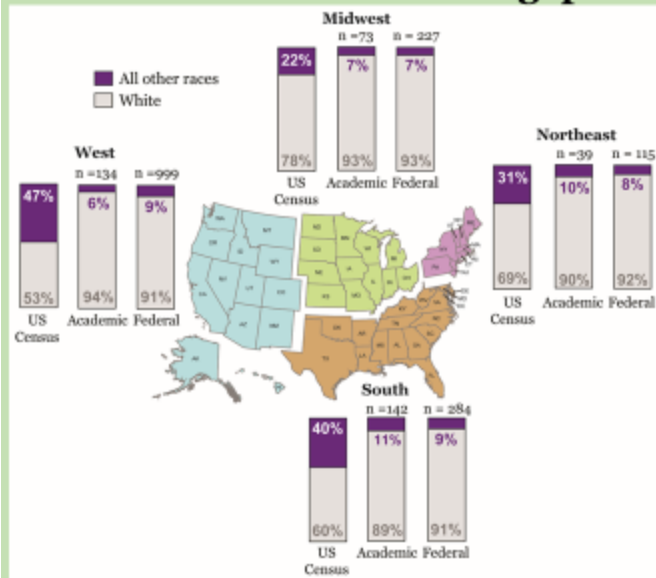
## Limited representation of minorities in fisheries science



Arismendi and Penabaz (2016)

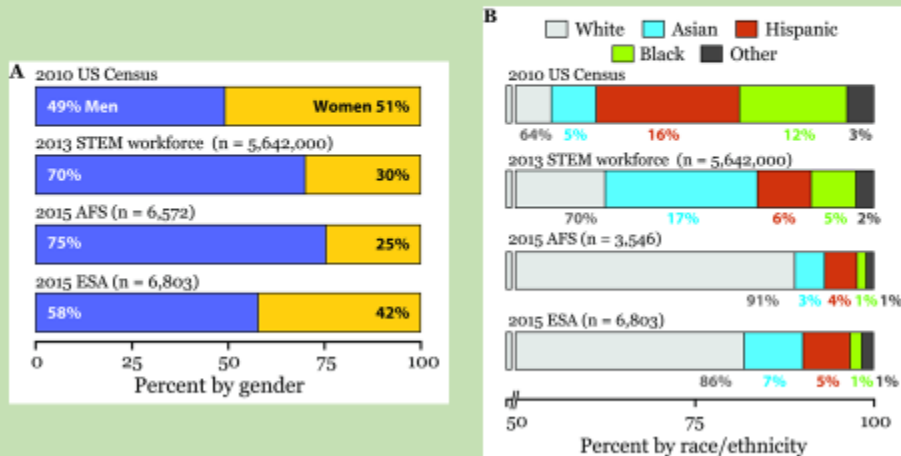
- Almost 90% of tenure-track faculty are white
- Lack of diversity is consistent between academia and federal government

## Minorities: The West has the greatest gap compared to regional demography and the Midwest has the smallest gap



Arismendi and Penaluna (2016)

## Limited representation of women and minorities in professional societies



Penaluna et al. 2017 Fisheries, AFS data provided by Eva Przygodzi



## ORAFS 1960 Annual Meeting

100% of the people in the photo are men



## ORAFS 2016 Annual Meeting

36 (29.2%) of 123 people in the photograph are women



Credits: RichardGrost.com

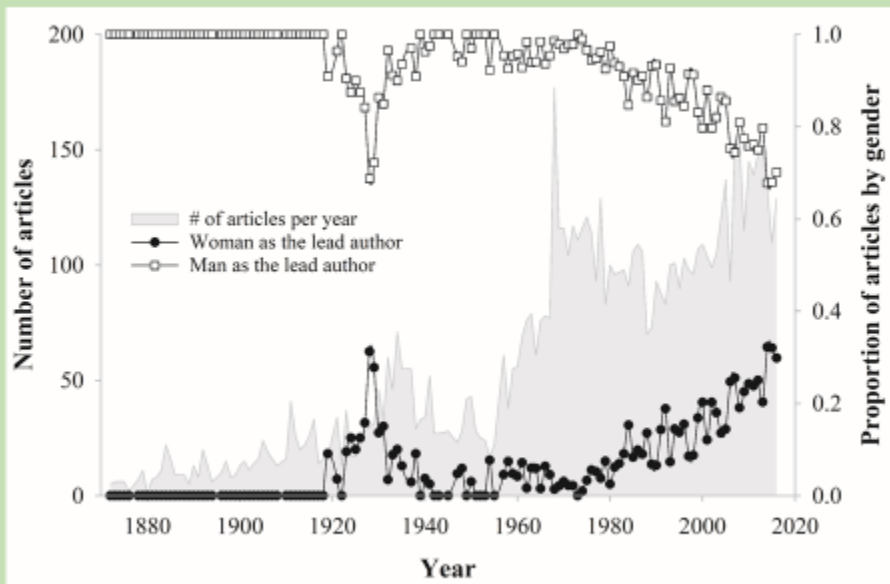
## 2017 AFS Skinner Award Winners

1(10%) of 10 winners are women



David Fryxell, John Hargrove, Hae Kim, Zachary Klein, Michael Moore, Vaskar Nepal, David Schumann, Jessica Valenti, Daniel Weaver, and Douglas Zentner

## Transactions of American Fisheries Society



Arismendi and Penaluna, in prep

## In pairs and small groups

What can we do to **attract** people to AFS?

How do we **select** people?

How can we **develop** AFS members and leaders?

What can we do to **retain** people?

What areas in your life do you have actions/power over?

How can you eliminate structural biases in your sections, committees, or meetings? Where are you spending your time at meetings?

How can we drive these ideas back to divisions and chapters?

## What can each of us do about it?

Many of us can change our well-meaning into well-doing



Penahuna et al. 2017 Fisheries



## AFS special committee on diversity and inclusion initiated by Steve McMullin

Brooke Penaluna, Chair  
April Croxton  
Theresa Davidson  
Mark Fincel  
Ken Kurzawski  
Larissa Lee  
Steve Lochman  
Christine Moffitt  
Zach Penney  
Mark Porath

## Action Items developed by D&I special committee

### *Society-level*

- Entrench diversity and inclusion as core value of AFS in vision and goals of the Society
- Establish code of conduct to be proactive rather than reactive
- Eliminate structural bias; make sexual harassment intolerable
- Collect additional information on members
- Include plenary at parent meeting related to diversity and inclusion (Steve McMullin has confirmed Mamie Parker is coming)

## Action Items developed by D&I special committee

### *At local and parent meetings*

- Develop mentoring guide for unit survival guide
- Include diversity and inclusion training at meetings, add to unit survival guide
- Enhance interactions at meetings
- Encourage participation on committees or in sections by AFS members
- Offer childcare and a mother's room
- "local welcoming committee"
- Offer anonymous complaint system for meetings that will be reviewed by Executive Committee
- Offer anonymous complaint system for general Society concerns

## Take home messages

- The fisheries science workforce is not diverse
- Attracting, selecting, developing, and retention of diverse individuals is imperative to addressing these inequalities
- The enhancement of diversity has not been spontaneous. Inclusion of diversity warrants intervention

DIVERSITY IN SCIENCE

***Without inclusion, diversity initiatives may not be enough***

Focus on minority experiences in STEM, not just numbers

Puritty et al. 2017 Science

# We need to have more uncomfortable conversations

An understanding of unconscious bias is an invitation to a new level of engagement about diversity issues. It requires awareness, introspection, authenticity, humility, and compassion. And most of all, it requires communication and a willingness to act

Modified from Ross et al. 2008 – Diversity best practices

## Acknowledgements

- AFS Special Committee on Diversity and Inclusion: Christine Moffitt, Larissa Lee, Steve Lochman, Theresa Davidson, April Croxton, Zach Penney, Ken Kurzawski, Mark Porath, Mark Fincel
- Steve McMullin, Ivan Arismendi, Anne Gillies, and Shivonne Nesbit

### ESSAY

#### Nine Proposed Action Areas to Enhance Diversity and Inclusion in the American Fisheries Society

Brooks E. Poulakis, U.S. Department of Agriculture Forest Service, Pacific Northwest Research Station, 3200 SW Jefferson Way, Corvallis, OR 97331, E-mail: bpoulakis@fs.fed.us  
Ivan Arismendi, Department of Fisheries and Wildlife, Oregon State University, Corvallis, OR  
Christine M. Moffitt, Idaho Cooperative Fish and Wildlife Research Unit, Department of Fish and Wildlife Sciences, University of Idaho, Moscow, ID  
Zachary L. Penney, Columbia River Inter-Tribal Fish Commission, Portland, OR



### COLUMN PRESIDENT'S COMMENTARY

#### What Is AFS Doing about Diversity?

David L. Brubaker, with Christine M. Moffitt, bpoulakis@fs.fed.us



# Attachment E – 150<sup>th</sup> Anniversary



CELEBRATING 150 YEARS

Recognizing  
accomplishments and  
looking to the future



## WHAT'S HAPPENING IN 2020?

### **Background**

In 2020, AFS will be celebrating its 150<sup>th</sup> year. The annual meeting is scheduled for Columbus, Ohio in August 2020. AFS and AFS leadership would like to spend one year celebrating the anniversary in various ways.

### **Today's Goal**

To create new and expand upon existing ideas for AFS to celebrate its 150<sup>th</sup> anniversary in 2020.



## KEYS TO A SUCCESSFUL ANNIVERSARY CELEBRATION

Show the impact we have made over the last 150 years.

Keep the future front of mind—anniversary should be as much about the upcoming years as the ones before.

Revitalize our audience (members, partners, stakeholders). Invite our community to participate and help move our mission further.

Build brand awareness and keep activities accessible.

Have concrete goals and a guided plan.



## EXAMPLES OF SUCCESSFUL CELEBRATIONS

### Federation of American Societies for Experimental Biology (100)

Created historical website to document our rich history of serving the life science community

Organized a year-long celebration with events including Capital Hill day a time capsule opened from 1962, a picnic, receptions at other society meetings, and much more.

### California Teachers Association (150)

Dedicated an entire year to celebrating the milestone

Completed oral history project with past presidents, retired educators, and staff

Created a commemorative magazine

Other marketing included print and digital ads

## CALIFORNIA TEACHERS ASSOCIATION



[Hallways \(in English\)](#)

## FEDERATION OF AMERICAN SOCIETIES FOR EXPERIMENTAL BIOLOGY





## QUESTIONS TO CONSIDER

What do you want to accomplish with the celebration of 150 years of AFS?

At the end of 2020 what will have been the impact of the AFS sesquicentennial celebration?

QUESTIONS?



# Appendix F – 150<sup>th</sup> Planning Background

## 150<sup>TH</sup> ANNIVERSARY PLANNING 2018-2020

### Context

#### Anniversaries are Unique Opportunities

Anniversaries provide a unique opportunity for nonprofits like AFS to shine, and to bring attention to its good works over the years. Consultant Allison Gauss (AG) has some wise words for us:

“A well-planned anniversary celebration can build authority and trust by highlighting a nonprofit’s past accomplishments, as well as draw new interest and excitement for future initiatives.” (AG)

“Organizations must remember, however, that simply celebrating an anniversary isn’t guaranteed to engage and revitalize your audience. The key to a successful anniversary celebration is to show the impact you have made and invite your audiences to help push even further for your mission. An anniversary should be as much about the upcoming years as the ones before.” (AG)

#### Targeted Communications Need to “Make the Anniversary Matter”

“Many nonprofit organizations recognize landmark anniversaries as an opportunity for publicity and public engagements. But anniversaries are like birthdays; everyone has one every single year. To drive excitement, you need to show your audience why they should care about this milestone.” (AG)

1. **What accomplishments and progress are we celebrating?**
2. **What are our goals for this event or campaign?**
3. **How does the celebration of the 150<sup>th</sup> anniversary tie into AFS’s strategic goals?**

“Whether you want to engage existing donors, build brand awareness, or raise funds, your campaign should have concrete goals to guide your plans. You must harness the excitement and energy around your celebration to take the next steps in your mission.” (AG)

### Themes

Themes can provide important context for the project. Themes will provide structure, support, and boundaries for a large, on-going project like a anniversary celebration. Provided below are some examples of themes:

1. AFS at 150 years: learning from the past to better manage the future
- 2.

#### What Are We Celebrating?

“Your anniversary campaign should shed light on the past to generate excitement and interest in your work. It’s a little like when a speaker is being introduced. To get the audience’s attention and trust, the introduction highlights the individual’s accomplishments and qualifications. The audience is given reason to trust this source and follow (the source’s) lead.” (AG)

#### 4. What accomplishments should we share to build interest and passion around our work?

“One of the most common ways to highlight impact is to give your audience the big numbers. It could be the total number of people you’ve helped, the number of hours volunteered, or any other impact metrics you have. This can reveal the scope of your work over the years.” (AG)

While impressive statistics are worth including, most people won’t be emotionally moved by them. This is why you should expand on these facts by sharing individual stories and anecdotes. It’s great to hear that your organization raised \$5 million for cancer research, but what people will remember and care about is the little girl who has gone into remission with one of the treatments you funded.” (AG)

“Another way to generate excitement and pride in your organization is to show how far you’ve come. When a nonprofit has been around for 10, 20 or 50 years, it can be powerful to show your audience where it all started. Habitat for Humanity created an interactive timeline to show how far they’ve come in 25 years.” (AG)

## Project Outlook

### Overarching Society Aim/Goal (for 150<sup>th</sup> Anniversary)

To build the AFS mission by highlighting the past and looking to the future, which will grow Society membership and expand our programmatic scope. To promote the AFS mission by highlighting the past and looking to the future, growing membership and expanding programmatic scope.

### Challenges

- AFS has limited funding and staff.
- The 150<sup>th</sup> Annual Meeting will be Ohio, the Northcentral Division (NCD). This is a robust division, but distance might discourage attendance from large divisions like the Western and Southern Division. (Currently, with 1522 the NCD represents 18% of the membership.)

### Opportunities

- AFS has a strong history and credible position as a leader in fisheries management and science
- AFS Members can serve as volunteer through a 150<sup>th</sup> Committee, Ohio Chapter Local Arrangements Committee, etc. to provide additional support with efforts
- U.S. Fish & Wildlife, an important AFS Partner, is also celebrating its 150<sup>th</sup> Anniversary (1871), partnership can add to our outreach with their own communications
- AFS is HQ in Washington, DC metro region—close proximity to partners and the community of DC makes this a great location to host a complementary meeting or event
- 2020 is an election year and Ohio is a battleground state. AFS may be able to leverage the timing and location to secure an influential or famous keynote speaker.

## Key Audiences

- Internal
  - All AFS Members (+8,430)
  - Existing Partners in government, foundations, or corporations
- External
  - Prospective members and lapsed members
  - Potential Donors
  - Potential Partners

## Messaging to Key Audiences

- Society accomplishments throughout the past 150 years (impact metrics, organization size and reach, and contributions to the scientific community)
- Individual stories (profiling member accomplishments and contributions)
- Celebration of the history – detailing how far AFS has come in 150 years
- The future of the organization —where we’re going in the next 150 years

[Break for discussion among Governing Board members.]

## Tactical Brainstorming

[Notes for Doug and Scott]

### ***Fundraising***

“While anniversary celebrations can stir up some interest in a cause, the organization still faces the task of channeling that excitement into action. One way to do this is by creating a fundraising campaign around your milestone anniversary. After highlighting the success you’ve achieved, donors may be more receptive to giving because they can feel a part of that success. This is a great chance to recapture lapsed donors or to promote your recurring giving program.” (AG)

‘Depending on how many years you’re celebrating, you can link to a fundraising goal or suggested donation. For example...offering supporters a membership in exchange for a gift.’ (AG)

*Recommendation:* Perhaps we could plan events with potential funders (NOAA and/or U.S. Fish and Wildlife) celebrating our partnerships throughout the 150 years.

### ***Adding a New “Anniversary” Program***

Another way to direct the excitement around your anniversary is to introduce a new goal or initiative, whether it’s building 500 homes or doubling the number of vaccines you administer. Use the joy of past success to mobilize people for a new challenge.” (AG)

“With some forethought and creativity, anniversaries can be great rallying points for nonprofits. But interest and participation is not guaranteed. When planning an anniversary celebration, remember to use your past success to fuel future progress.” (AD)

*Recommendation:* Perhaps a new educational program, like Hutton, could be created for college students – together with U.S. Fish and Wildlife (since our anniversaries are overlapping).

### ***Third Party Endorsements: Organizations, Public Figures***

Third party endorsements are more credible than having organizations pat themselves on the back. Finding “celebrity” spokespersons to further our cause would be highly effective: whether a celebrated scientist, journalist, governor, senator or congressman, or government agency head – the possibilities are endless.

*Recommendation:* Since we share a unique anniversary with U.S. Fish and Wildlife (formerly, U.S. Commission on Fish and Fisheries), perhaps we could plan a large 150<sup>th</sup>-overlap event, inviting representatives from all sectors.

### ***Columbus-specific Challenges and Opportunities for 150<sup>th</sup> Celebration***

Regarding some of the challenges AFS faces, specific to Columbus, we know that it will be a challenge to draw more coastal members to Columbus, who may not travel to the Midwest for an Annual Meeting.

#### ***Recommendations:***

1. Develop a media campaign aimed at West Coast members:
  - a. Ask them to host coastal issues symposia
  - b. Identify a West Coast celebrity in fisheries science who could present a paper
2. Create incentives for members in key regions:
  - a. Devise competitions (with prizes?) for different regions
  - b. Create special displays (regional/divisional) illustrating 150 years of fisheries traditions/accomplishments for each region
  - c. Promote amenities and outdoor activities in the Columbus area (Hocking Hills State Park and alike)
  - d. Partner with U.S. Fish & Wildlife Service in different regions (since their 150<sup>th</sup> coincides with ours)
3. Promote amenities and outdoor activities of Columbus (Hocking Hills State Park and alike)
  - a. (Scott) A connection with the Great Lakes might be good. One of the locals said it is only two hours away. Both for recreation (angling opportunities in 2c; going to Fish and Wildlife Refuges on the Lakes 2c) and for science symposia.
  - b. Columbus may be very good for combining large river work (close to Ohio R., Mississippi R., etc.); Great Lakes; and Western Division stuff. Crossroads of America, something for all folks.

#### ***Additional:***

4. **Politics might be sensitive** (AFS meeting will be two months before the 2020 election): Climate change should continue to be discussed, either in debate format or not.
5. **Potential AFS keynote speakers**, in keeping with a theme of AFS 150 years, learning from the past to better manage the future -- with expertise in history and strong interest in what we do with our environment in the future. [Suggestions from First VP Scott Bonar.]
  - a. **Jared Diamond** - Geography professor from California - Examined the collapse of societies, and how societies in the future can avoid this; concentrates on environmental issues; Pulitzer Prize winner.
  - b. **Timothy Egan** - New York Times Writer, and writer of books on the Dust Bowl and of the huge historical fires in Montana, and winner of the National Book Award. Historian with a strong environmental bent, who uses history to

convince people about environmental stewardship. He is dynamic and his books are excellent.

- c. **Tom Friedman** - Journalist, author and three-time Pulitzer Prize winner, he writes a weekly column for the *New York Times*. He has written extensively on foreign affairs, global trade, the Middle East, globalization, and environmental issues. Last book "Thank you for being late" has an environmental and technology focus.
- d. **Sylvia Earle** - Award winning marine biologist, first female Administrator of NOAA; National Geographic Explorer in Residence.
- e. **E.O. Wilson**, Preeminent Ecologist and Pulitzer Prize Winner; outstanding speaker.
- f. In an election year, it might be a good idea to invite both parties to the table for a joint discussion on climate change: for example, **former presidents Barack Obama** and **G.W. Bush**. We would need to get both parties together to discuss climate change effects on our aquatic environment and populations.
- g. Celebrity scientist, **Bill Nye**: 20-somethings say they grew up with him, and he knows how to get people of their generation to listen to them about environmental issues.
- h. **USFWS (headquarters) Leader** could speak about the overlapping 150<sup>th</sup> anniversaries of AFS and the U.S. Commission on Fish and Fisheries (now, Fish and Wildlife, within the department of the Interior). See Appendix.

## APPENDIX

\*The USFWS originated in 1871 as the **United States Commission on Fish and Fisheries**, more commonly referred to as the [United States Fish Commission](#), created by the [United States Congress](#) with the purpose of studying and recommending solutions to a noted decline in the [stocks](#) of [food fish](#). [Spencer Fullerton Baird](#) was appointed its first commissioner. In 1903, the Fish Commission was reorganized as the **United States Bureau of Fisheries**. In 1885–1886, the **Division of Economic Ornithology and Mammalogy** (in 1885 it was the **Section of Economic Ornithology**) [8] was established within the [United States Department of Agriculture](#). In 1896 it became the **Division of Biological Survey**. Its early work focused on the effect of birds in controlling agricultural pests and mapping the geographical distribution of plants and animals in the United States. [Clinton Hart Merriam](#) headed the Bureau for 25 years and became a national figure for improving the scientific understanding of birds and mammals in the United States. [Jay Norwood Darling](#) was appointed Chief of the new Bureau of Biological Survey in 1934; the same year Congress passed the [Fish and Wildlife Coordination Act](#) (FWCA), one of the oldest federal environmental review statutes.[9] Under Darling's guidance, the Bureau began an ongoing legacy of protecting vital natural habitat throughout the country. The USFWS was finally created in 1940, when the Bureaus of Fisheries and Biological Survey were combined after being moved to the [Department of the Interior](#).

# Appendix G – 150<sup>th</sup> Governing Board

## Exercise Instructions and Results

### AFS 2020 - 150 Years of Fisheries Science and Conservation

#### *Governing Board Group Creative Idea Factory Exercise*

**Goal:** To create new and expand upon existing ideas for AFS to celebrate its 150<sup>th</sup> anniversary in 2020.

**Introduction to Planning the AFS 150<sup>th</sup> (Doug)**

**Ideas from meeting with the Ohio Chapter (Scott Bonar)**

**Best Practices for Anniversary Celebrations (Katrina)**

- Key observations from other societies as they've gone through the celebrations
- Considerations in planning
- Group discussion of the question, "What do you want to accomplish with the celebration of 150 years of AFS?" or "At the end of 2020 what will have been the impact of the AFS sesquicentennial celebration?"

**Small and large group exercise (Doug):**

After a quick introduction to the task with a little bit of reminiscing from past celebrations, we'll break into 3-4 groups (one of them being on-line). Each group will be asked to do the following:

1. In 3 minutes develop a list of all the ways to celebrate the 150<sup>th</sup> throughout the year. This can be at a chapter, in your work location, on a web site, books, video ... whatever. Just list them out with no debate, elaboration or snickering.
2. In 3 minutes develop a list of all of the ways to celebrate the 150<sup>th</sup> at the annual meeting. These are activities that we can do from Sunday through Thursday night in Columbus, Ohio.
3. Take a breath. Look at your flip charts.

*You have three more minutes to do the next two steps:*

4. As a group, pick the top two ideas from each category and circle them. You can do this by voting, by raising hands, arm wrestling, or whatever. Just pick two in each category.
5. Look at the group on your left, look at the group on your right. If you have the same items, consider picking a different one so that we have a diversity of ideas. You can also browbeat, bully or otherwise dissuade the other group from working on what was clearly your two best ideas. Or, to avoid conflict, just work on it anyway.
6. You now have four great ideas. Take 4 minutes on each idea (16 minutes total) and do the following. Each idea should be on a separate flip chart page.
  - A. Flesh out the idea with a statement that more fully describes what will be done. This can be a couple of sentences, it can be an illustration, it can even be a rap song. Whatever works.
  - B. Suggest who or what group should accomplish this task (Fish History Section, each chapter, AFS staff, Ohio host group, other, etc.)
  - C. Take a picture of the flip chart with your cell phone and email it to: [sjohnston@fisheries.org](mailto:sjohnston@fisheries.org)
7. Large group reconvenes and each of the breakouts provides a quick overview of their ideas. We'll have either 12 or 16 ideas depending upon the number of breakouts. If each one take 1 minute then we will be at

about 45 minutes or so into the session when completed but likely longer due to transitions and people not finishing in time.

8. **Final Wrap-Up by Scott Bonar** – Brief discussion of next steps and plan for making these efforts come alive.
9. Take a break and reconvene for the next agenda item.

## Examples of other professional society anniversary suites of activities

### **California Teachers Association:**

This page outlines some of the activities the group did during their 150<sup>th</sup>, <https://www.cta.org/en/About-CTA/Who-We-Are/CTA-150-Year-History.aspx>.

(From the website)

The year 2013 marked the beginning of CTA's Sesquicentennial (Ses·qui·cen·ten·ni·al) - the organization's 150th Anniversary! The entire year thus far has been dedicated to celebrating this milestone. We've collected words from past CTA presidents, retired educators and staff in our recorded [Oral History](#) project, and created a [Commemorative Magazine](#) that takes you down memory lane - and be sure to check out our [Interactive Collage](#) below. Earlier in the year, we produced a number of [resources](#) so you could share in the celebration: posters, fliers, Facebook cover images & sample posts, special 150th Anniversary logos, as well as [television spots and radio & print ads](#). And though the actual 150 Anniversary month was May, we're celebrating CTA's Sesquicentennial at CTA's final State Council meeting for the fiscal year in October by unveiling our mobile museum!

### **IUCN at 70: knowledge and experience for today's challenges**

Blog for their 70<sup>th</sup> anniversary: <https://www.iucn.org/news/secretariat/201802/iucn-70-knowledge-and-experience-today%E2%80%99s-challenges>

They also have a website, Celebrating 70 years <https://www.iucn.org/celebrating-70-years> w/ a calendar of events <https://www.iucn.org/celebrating-70-years/events>

### **Federation of American Societies for Experimental Biology**



A unique website just for their centennial was developed: <http://www.fasebcentennial.org/> And an entire year of activities including Capitol Hill Day, a time capsule opened from 1962, a picnic, receptions at other society meetings, and much more.

## Results from Breakout Group

### **All Year Events**

- 150 Days of Fish
  - One fish a day
  - History, recipes, pictures, folklore, regional names
- Social media → Weekly



- Blog, hashtag, Pinterest photos
  - Playing Cards
  - Calendar
- International Fish Day (Service Day)
- Teddy Roosevelt's uncle was the second president of AFS
  - Possibly bring a relative to the Annual Meeting
- Special issue of Fisheries on how to connect with the public
  - Fishermen, Field and Stream
  - Variety of outlets
  - Focus on non-angling public
  - Kids
- 150 Years → graphing of climate change indicators

#### Bizarre Fish Sampling

- Highlight in Fisheries
- Videos
- Epic Fails
- Guest Speakers, stories- webinar
- Exhibit for Annual Meeting

#### "On this day..."

- E-newsletter feature
  - Incorporate 150<sup>th</sup> ideas
  - Fishes, members, etc.
  - Environmental writers
    - C. Mooney
- Emphasize collaboration
- Tie to current events
- Lesson plans

### Annual Meeting

- Local vendor promotions
- Special discount for early registrants
- Commemorative Coin
- Special 150<sup>th</sup> Award

#### Commemorative Keepsakes

- Lure
- Bottle opener
- Design contest
- Coin
- Shirt, clothing

#### Exhibits/History

- Exhibits from each state, providence, territory, nation
- Chapter histories
- Old equipment
- Interpretive displays
- Walk-through timelines
  - Reenactors

- Find all of the former AFS presidents
- Nature Hike through history of Fisheries
- Celebrity/environmental speakers
  - Don Henley
  - Chuck Lovell

#### Fish Ball

- Selfie Station/ Photo Booths
- Costumes
  - Life-Sized Teddy Roosevelt & E. Moore
    - Teddy as a roving guest
- Fish-related food
- Games (go-fish, etc.)
- Giant fish statue
- Fish costume party
  - Fish related music
    - Gary Grossman
  - Open bar for costume participants

#### Rubber fish race

- Vendors
  - Chapters (State fish)
  - Biodegradable
  - Design contest
- Fireworks

# Attachment H – Annual Meeting Model and Planning

## ANNUAL MEETINGS – UPDATES AND NEXT STEPS

### Topics to be discussed:

1. Shifting the burden – new roles for Bethesda and hosts
2. The annual meeting rotation model
3. Thoughts on revenue sharing (for future discussion)
4. Atlantic City registration structure
5. Time of year – August vs. September (*never a perfect time!*)
6. Site Recommendations for 2022 (note JASM in May-June)
7. New approaches for consideration



## REVISED MEETING MODEL

The new meeting model was implemented in stages to reduce the time consuming and tedious tasks placed on the local planning teams. As part of the new model the majority of these tasks are now completed, or managed by AFS HQ staff.

These tasks include

- Financial Management
- Contract negotiating and signing
- Program Guide development and printing
- Abstract submission software implementation and assistance
- Website management
- Meeting App development and implementation
- Fundraising guidance
- Initial location bidding
- AV coordination and meeting room setups
- Scheduling and room assignment assistance



## REVISED MEETING MODEL

CONTINUED

In addition to the overall meeting guidance, this model allows for consistency and continuity of the meetings freeing up valuable time for the local teams to focus on the science of the meeting.

After this experience the team should feel like this was a rewarding memorable experience.

This model has been well received and appreciated by the local teams.



## Future of AFS Meetings

### AFS Annual Meeting Calendar 2010 - 2023

- ▶ Meeting Rotation –
- ▶ Currently we have a Divisional rotation every four years.
- ▶ Is there a benefit in continuing?

Year	City	Western	North Central	North Eastern	Southern
2023	???				
2022	???			Next?	
2021	Baltimore, MD				X
2020	Columbus, OH		X		
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	Little Rock, AR				X
2012	St. Paul, MN		X		
2011	Seattle, WA	X			
2010	Pittsburgh, PA			X	



## DISCUSSION QUESTIONS / GB INPUT

Is the divisional rotation a model that we want to maintain?

If we move to meeting locations that attract more attendees, how do we share revenue and continue to create opportunity for all to attend while incorporating regional issues that make our meetings unique each year?

## MEETING REGISTRATION –REVISIT THE MODEL FOR ATLANTIC CITY

### **The Current Model – implemented in 2015**

- The non-member registration fee is the member registration fee plus 250% of the cost of annual member dues (rounded up to the next \$10 value).
- Non-member retirees and non-member young professionals pay the same fee as regular non-members.
- Late registration would be the early plus a 30% markup for all categories.
- Student registration would be 30% of regular.
- Retired and Young Professional registration would 40% of regular.
- One-day would be set at 50% of regular registration and is the same for member and non-member.
- Guest registration should be established so as to approximately cover the costs of attending all networking events (e.g. socials) and the trade show reception.
- Regular and young professional members from Developing Countries pay the "Retired & Young Professional member" registration fee (40% of regular registration fee)



## Tampa Example

Registration Category	Early Registration (Ends July 8, 2017)		Regular Registration (After July 8, 2017)	
	Member	Non-Member	Member	Non-Member
Regular	\$480	\$680	\$620	\$880
Student (need ID)	\$170	\$230	\$220	\$300
Young Professional, Retired, and Developing Countries	\$290	\$680	\$680	\$880
Daily – Circle: M, T, W, Th	\$240		\$310	
Guest – includes all 3 networking event and coffee breaks (excludes student social)	\$180		\$250	
Spawning Run	\$25		\$30	

## THE PROBLEM

- Registration fees barely cover total expenses
  - This means net meeting income is essentially from sponsorships and tradeshow
- The average cost per attendee (ACPA) of \$389 (average food cost is \$233) and some registration categories do not cover ACPA. The registration types that don't cover average costs are:
  - All student types
  - Young professional members
  - Retired members

***Both students and young professional registration types are growing in attendance while professional member attendance is leveling off.***

## THE QUESTIONS

Can we change the Student and Young Professional meeting discount rates to address revenue needs while still supporting attendance in these categories?

Can we change the Retiree rate to equal the Student fee?

## THE PROPOSAL

Change Student rate to 50% of Member Early  
From \$170 to \$250

Change the Young Professional rate to 75% of Member Early  
from \$290 to \$370

Set the Retiree rate to Student level

Shall the Developing Country rates be set against another registration type like Students?

## THE RATES 2016 - 2018 VS. TWS

Reg Type	Kansas City, MO		Tampa, FL		Atlantic City, NJ		TWS Cleve, OH	
Member	\$430	\$630	\$480	\$620	\$495	\$640	\$525	\$575
Non-member	\$560	\$820	\$680	\$880	\$730	\$950	\$725	\$775
Student	\$130	\$170	\$170	\$220	\$250	\$330	\$325	\$375
Student nonmember	\$180	\$240	\$230	\$300	\$330	\$430	\$525	\$575
Retired	\$170	\$230	\$290	\$380	\$250	\$330	\$150	\$200
Retired nonmember	\$630	\$820	\$680	\$880	\$730	\$950		
Young professional	\$170	\$230	\$290	\$380	\$370	\$480	\$525	\$0
Young prof nonmember	\$630	\$820	\$680	\$880	\$730	\$950	\$725	\$0
Developing country	\$170	\$230	\$290	\$380	\$370	\$480		
Developing nonmember	\$630	\$820	\$680	\$880	\$730	\$950		
Daily	\$220	\$280	\$240	\$310	\$250	\$330	varies by type	
Guest	\$150	\$180	\$180	\$250	\$200	\$260	\$200	

## TIME OF YEAR – GENERAL GUIDANCE

August vs September – Pros and Cons and the frustration of university calendars. Surveys suggest that no time is good for everyone

- August –
  - Before classes start
  - Stay away from first week of class – but this is a moving target (one or two weeks before Labor Day. Most universities don't have calendars 4-5 years in advance.
  - Too early in August seems to impact field work ???
  - Often good prices but southern locations can be HOT! (but not a problem in Tampa)
- September –
  - Don't conflict with AFWA (usually the week after Labor Day week)
  - Classes in session (good and bad?)
  - Reno last week of September



## SITE RECOMMENDATIONS FOR 2022

1. Rotation would have us back in North East
2. North East poses challenges in facility size and expense (NYC, Boston) Philly is an option
3. AFS will be in mid-atlantic region three out of four years (AC, Columbus, Baltimore)
4. Potential sites under future consideration are
  1. Spokane, Washington (visited spring 2017)
  2. Considering Sacramento and Long Beach, CA (dates TBD)

## SITE RECOMMENDATIONS FOR 2022

1. For a western division rotation, the Cal-Neva chapter is initially hesitant to take on another national meeting
  1. Not after serving as 2019 local committee
  2. It's chapter meeting would follow six months later
  3. Tapping the same well for local personnel support and sponsors

## NEW APPROACHES TO CONSIDER

1. Standing Program and other committees
2. Redefined Meetings Oversight Committee

FOR DISCUSSION

## STANDING PROGRAM COMMITTEE

Discuss the possibility and benefits of a standing committee structure consisting of three or four standing committees that would follow the meetings to handle tasks such as

- ▶ Local fundraising contacts constancy
- ▶ Abstract and Poster review assistance not recreating the wheel each meeting with the learning curve of the various programs
- ▶ Scheduling assistance



## The Revised Meetings Oversight Committee Proposal

1. Current MOC isn't currently effective due to antiquated role
2. Important to have a group of people thinking about meeting design and new ways to share and experience science
3. Critical to have a group of members regularly evaluating the "effectiveness" of our meetings

# Attachment I – Proposed revision to Meeting Oversight Committee

## Revitalization of the Meetings Oversight Committee

*Version 2.1 (February 25, 2018)*

### **Purpose and need:**

The Meetings Oversight Committee (MOC) has not been established in recent years and, as a result, there has been little structured dialogue among AFS members, leaders, and staff regarding the design, effectiveness, and employment of innovative approaches to our annual meetings. This was likely the result of a charge that was not sufficiently developed, an unclear delineation of duties between the MOC and the annual meeting program chairs and arrangement chairs, and a diluted role that was to address Topic-Oriented Meetings (TOM). These important discussions and decisions have been generally left to the individual chairs of the annual meeting organizing committees for each individual annual meeting and/or AFS staff. As a result, there is little learning nor is there any substantive thinking taking place regarding how AFS can better utilize its annual meetings as a unique and highly valuable forum for advancing fisheries science and conservation. This document recommends that AFS revise the MOC in order to assist in bringing continual assessment, learning, and design improvements into our annual meetings.

### **Background**

The Meeting Oversight Committee is defined in the AFS Rules and expanded upon in the AFS Procedures. The original purpose was to both assess annual meetings as well as to review proposals for

#### **AFS Rules 14. Standing Committees**

b. The Society has established the following standing committees:

- xiv. MEETING OVERSIGHT COMMITTEE provides overall meetings review for the Society to ensure coherent planning and development of Society and unit meetings.

Topic-Oriented Meetings. Unfortunately, little of this has taken place in recent years yet it has been recognized that the society needs to better evaluate, learn from and improve our meeting design in order to ensure that participants have a high quality experience. Some key recommendations include:

1. Meeting evaluations (web survey, focus groups, interviews with organizing committee members, etc. and other tools) need to be better planned, constructed, results compiled and recommendations employed in the design of future meetings in a more thoughtful, disciplined, and consistent manner. This needs to be reflected in a committee membership and terms of service that cover at least 3 years.
2. Membership of the MOC should include at least one previous meeting arrangements and/or program chair, a 2<sup>nd</sup> or 1<sup>st</sup> Vice-President, AFS members who attend not only AFS meetings but are

## **AFS Procedures (pages 54-55)**

### **Meeting Oversight Committee**

#### **Purpose:**

Provides overall meetings review for the Society to ensure coherent planning and development of Society and Unit meetings. (Article IX 2. L)

#### **Composition:**

Seven AFS members including the AFS first vice-president. If review of Topics Oriented Meetings (TOMs) becomes a considerable task, the committee chair may request the AFS president to appoint a TOMs subcommittee of an additional four members.

#### **Duties:**

The Committee will provide guidance to AFS on how to improve efforts to attain Society goals (e.g., member services, information transfer and outreach, aquatic stewardship) through Society and Unit meetings. The Committee will formulate broad AFS meeting objectives and procedures to ensure the annual meeting is a meaningful gathering and consider the extent to which AFS should be involved actively in other types of meetings apart from the annual meeting (e.g., TOMs). The Committee will develop ideas regarding meeting-related elements in the overall AFS Strategic Plan and work with the AFS Strategic Planning Committee to incorporate its recommendations into the AFS Strategic Plan. Other duties may be assigned to the Committee by the AFS president as needed.

The Committee will also review and, if warranted, approve Topic-Oriented Meetings (TOMs) submitted by AFS divisions, sections, chapters, or individual members. The committee will approve or reject each proposal based on scientific merit, general appeal, and timeliness of the topic. The committee may solicit comments from experts to assist in the review. Once approved, the proposal would be submitted to the AFS Executive Director to determine the extent of AFS financial support for the TOM. The Committee will publicize by email, the AFS web site, articles in *Fisheries*, etc. the opportunity for AFS members to submit TOMs proposals. In addition, the committee will maintain contact with appropriate committees or individuals in other fisheries societies worldwide and international organizations with fisheries interests to stimulate joint sponsorship of TOMs, particularly at international locations.

#### **Operational Guidelines:**

None specified, except that a subcommittee to deal with TOMs may be requested in the future.

able to participate in, analyze, and learn from the annual meetings of other scientific societies. At least one graduate student or representative of student members or early career members needs to be involved. This could be a good opportunity for involvement of an ELMA person as a project during their one-year term in the ELMA program.

3. AFS Meetings Oversight Committee should explore the literature and best practices of meetings design and information conveyance in order to explore new approaches from fields outside of fisheries, ecology and natural resources. This should include more involvement in ASAE and CESSE, probably from staff but possibly also from a motivated AFS member.
4. A significant role of the current MOC is to review proposals for Topic-Oriented Meetings. This has not been a role of the MOC in recent memory. This aspect of the MOC should be re-evaluated and either affirmed with a process developed (possibly along the lines of a proposal, justification, budget, etc.) or completely eliminated.
5. Develop a set of “Best Practices” to serve as guidance for future AFS annual meetings. We regularly seem to trip over the same issues at annual meetings due to the lack of corporate learning. For example, we regularly debate the need for a Thursday evening social event or bands at receptions (host committees often argue for bands at the Sunday night opening reception when we know that it results in a disaster, etc.). Other items should be assessed such as the student reception where we’ve heard conflicting reports about the value of isolating students for a costly event when they may prefer some activity that better engages them with working professionals or faculty.

### **Option #1 – President Committee Charge**

The AFS Rules definition of the MOC is sufficiently broad to incorporate all of the proposed changes described above. Although the AFS Procedures define certain responsibilities and membership for the MOC, they are either antiquated or not relevant to the current situation and thus would essentially be suspended until the committee is re-established and is given an opportunity to invest critical thinking into better defining a new role and propose replacement language for AFS Procedures and, if necessary, AFS Rules. This would be done through a specific charge to the committee from the AFS President. Once that is completed, the committee would report to the president recommendations for revisions to AFS Procedures and, if necessary, AFS Rules.

This clearly is a more expedient and efficient method of moving this forward.

### **Option #2 – Procedures Modifications and Committee Charge**

Proposed (draft) language or revision to AFS Procedures have been developed (below). This would provide a clarified role and committee membership, would only need Governing Board approval, and could be easily updated by the Governing Board after the committee has had time to operate and potentially provide recommendations for improvement.

**AFS Procedures** (modified by simple majority of AFS Governing Board)

#### **Meeting Oversight Committee**

Purpose:

Explores new approaches and provides recommendations on meeting design to improve science delivery and participant experience and to enhance the overall effectiveness of the AFS annual meetings.

Composition:

At least seven AFS members including the AFS first vice-president and at least two previous annual meeting general meeting or program chairs. May include upcoming annual meeting host committee or program chairs. Appointments may be for 1 to 3 years with terms renewable by the AFS President.

Duties:

The Committee will provide recommendations to AFS on how to improve efforts to attain Society goals (e.g., science delivery, member services, information transfer and outreach, student and professional development, aquatic stewardship) through Society annual meetings. The Committee will formulate broad AFS meeting objectives and procedures to ensure the annual meeting is a meaningful gathering. The committee will actively research meeting design ideas employed by other science societies and in the meeting design literature to identify approaches that could be considered for incorporation into AFS annual meetings. The committee will also

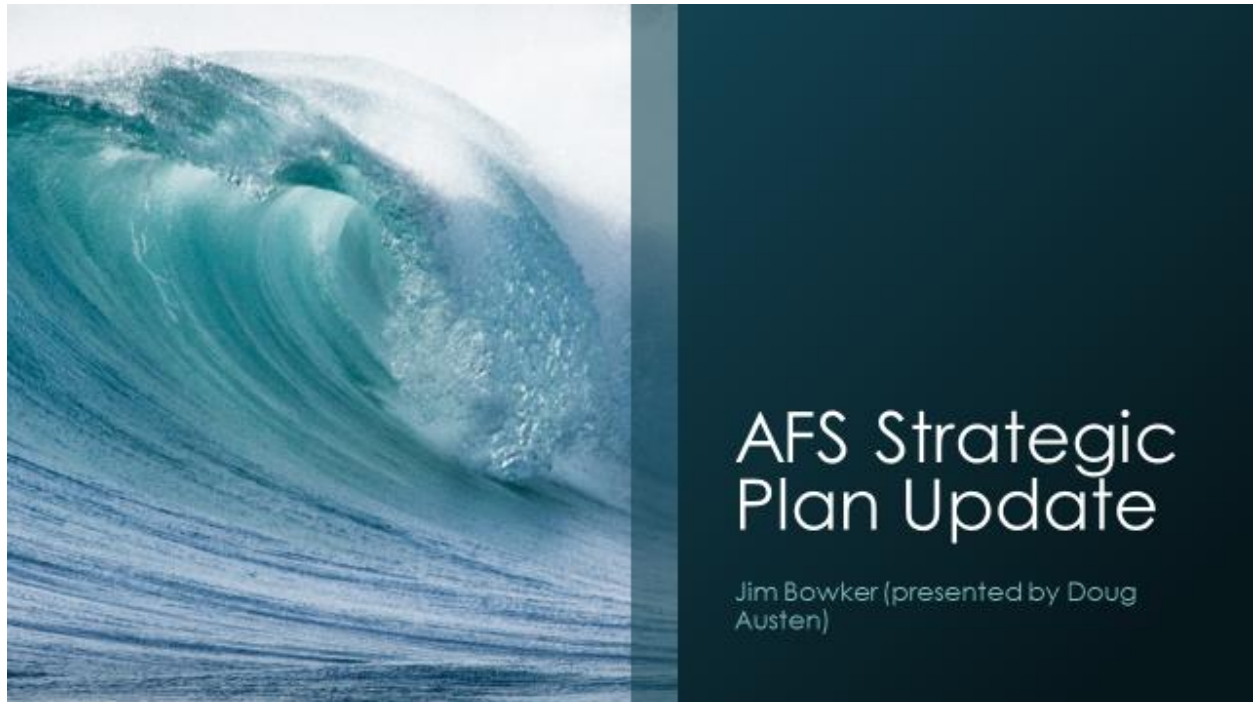
work with AFS staff and experts, as appropriate, to develop and implement an annual meeting evaluation process. The Committee will develop ideas regarding meeting-related elements in the overall AFS Strategic Plan and work with the AFS Strategic Planning Committee to incorporate its recommendations into the AFS Strategic Plan. Other duties may be assigned to the Committee by the AFS president as needed.

**Operational Guidelines:**

Annually, the MOC will work with AFS staff and upcoming annual meeting hosts (local arrangements and program committees) to provide recommendations on meeting design and new approaches to increasing the overall effectiveness of the annual meeting. The MOC will also work with AFS staff to develop, implement and analyze the results of an evaluation of the annual meeting. This can be accomplished through web-based surveys, focus groups, individual interviews or whatever means the MOC deems to be appropriate.

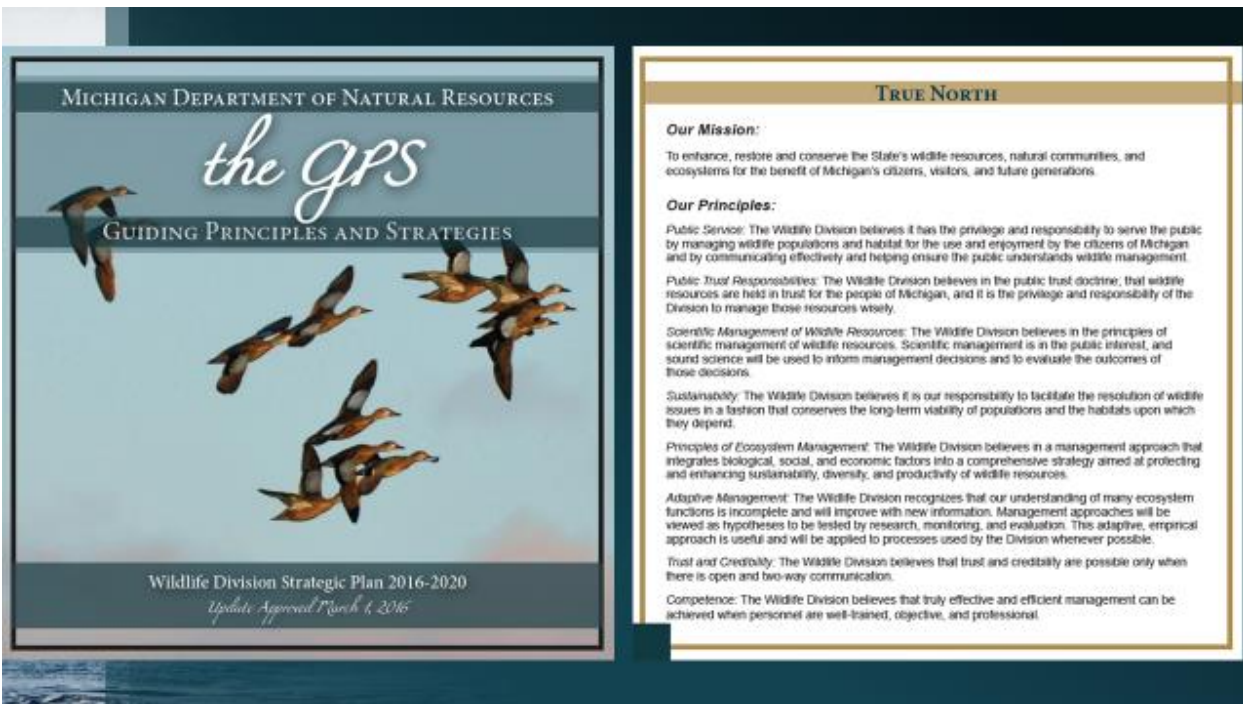


# Attachment J – Status of 2020-2025 AFS Strategic Plan




## Strat Plan Vision

- We want to have a document that looks similar to the MI DNR Wildlife Division Strategic Plan 2016-2020.
  - concise, descriptive, easy-to-read, and visually attractive document that can be given to partners and decision-makers to let them know what AFS does.
  - AFS staff support on document design, language, editing
- The document should include a:
  - (1) Welcome page or two,
  - (2) Our mission and guiding principles,
  - (3) list of issues faced by fisheries professionals (and short description of each),
  - (4) and goals, objectives, and strategies.




### ESTABLISHING WAYPOINTS – STRATEGIC ISSUES

Our engagement process identified 13 strategic issues, they are:



#### Wildlife Population Management

Most of Michigan's citizens agree that wildlife are important, but distribution and abundance of a particular species plays a role in how they are valued. The distribution and abundance of populations vary across the landscape and are influenced by many factors. While human actions can have positive effects on the availability of food and shelter through habitat management, other factors (such as climate, soils, and sources of water) can limit distribution and abundance. Disease can also be a limiting factor, which management actions can often mitigate. Public opinion and perception of wildlife abundance and distribution are diverse. Themes range from "too many" of some species to "not enough" of other species, and individual opinions often conflict. Values placed on wildlife may include the consumptive value of game species, the recreational value of non-game species, the intrinsic value of threatened and endangered species, or any combination of the three. Other groups and individuals may devalue wildlife because wildlife may influence their livelihood (e.g., crop damage, urban nuisance animals). The definitions of healthy and sustainable differ among citizens and stakeholder groups. Any attempt to balance conflicting values is inherently controversial. The Wildlife Division continually strives to be a good steward of Michigan's wildlife resources.



#### Wildlife Habitat Management

Manipulation of habitat conditions to influence the distribution and abundance of wildlife species is key to the management of wildlife. Habitat manipulations typically benefit some species while discouraging others. Many techniques are used to achieve habitat goals, including managing water in wetlands, timber harvest, tree planting, prescribed burning, and retention of dead trees and downed logs in forests. Although targeted timber cutting is one of the most frequently used land-management techniques in Michigan today, particularly in partnership with the Department's Forest Resources Division, it is not widely recognized by many citizens as an important part of wildlife management. The Division manages wildlife habitat on Department-owned lands and helps private landowners meet their wildlife goals. The Division continues to work with partners to address the growing challenges of invasive species, climate change, diseases, and emerging issues for the long-term conservation and management of wildlife and their habitats.

### DESTINATIONS – GOALS, OBJECTIVES, AND STRATEGIES

Using the strategic issues, we developed five destinations or visions of success. For each, we describe what the landscape will look like when we arrive in 2020 following the routes provided in seven goals and mapped out in corresponding objectives and strategies.

#### Securing the Future of Michigan's Wildlife

Our Vision of Success in 2020: Michigan has healthy, abundant, and diverse wildlife that people enjoy for hunting, trapping, wildlife viewing, and for its cultural and historic value. Wildlife population and habitat management occurs on all land ownerships of ecologically appropriate species according to statewide priorities. The Wildlife Division manages wildlife to fulfill public trust responsibilities, to provide wildlife recreation opportunities, and to conserve rare species. We administer at the regional level to focus management on regional issues. Decisions are supported by scientific facts and principles, and reflect the needs of species, desires of partners, concerns of stakeholders, and changing conditions and information. We continually evaluate our work to ensure we are effective stewards of Michigan's natural resources. The Wildlife Division provides technical support to land use planning and economic development efforts to limit and mitigate negative impacts on wildlife. We work with partners to secure the future of Michigan's wildlife and their habitats.

#### 1 Goal: Manage for healthy and sustainable populations of wildlife

##### 1.1 Objective: Develop, implement, and revise management plans and guidance for priority game species and species of greatest conservation need

#### Strategies:

- 1.1.1: Improve coordination of the planning process by better linking statewide and regional priorities
- 1.1.2: Write, review, and revise species management plans as needed
- 1.1.3: Use species management plans and guidance to inform annual work planning decisions
- 1.1.4: Incorporate climate change vulnerabilities and opportunities when setting management goals and developing management strategies
- 1.1.5: Collaborate with other divisions and partners to incorporate wildlife species plans into their management priorities

## Strat Plan Vision

- There will be two overarching Goals:
- (1) Improve the conservation and sustainability of fishery resources and aquatic ecosystems (six strategies under this goal), and
- (2) Promote the development of fisheries professionals (nine strategies under this goal).

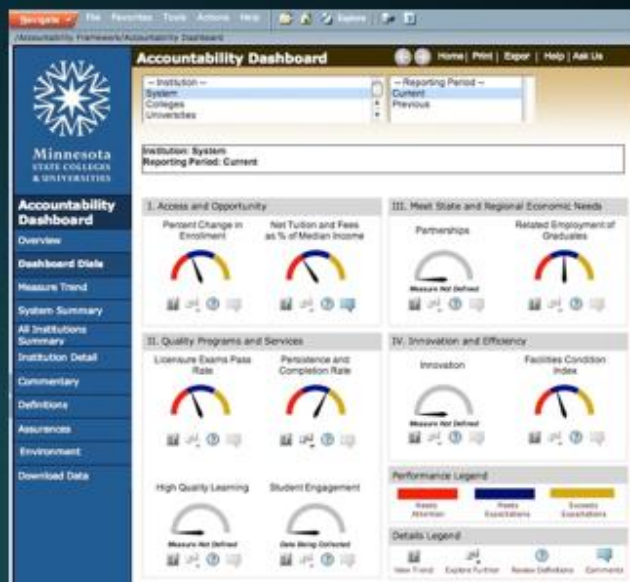


## Strat Plan Tracking Progress

- Unit officers have requested that the SP provide a list of reportable information so that they would know what information they should be compiling during the year. So, each strategy will include a list of reportable information. For example:
- Strategy 2.1. Provide continuing education opportunities with an emphasis on training and courses that are not commonly offered by academic institutions and/or that will be essential tools in the future at an affordable price for AFS members.
- (Reportable information: (1) Courses category (i.e., Leadership, Electrofishing, Sonar/Telemetry, Standard Methods, GIS, Stats/Data, Analysis/Modeling, Fish Passage, Graduate School/Career Preparation; (2) Number of attendees; (3) Course duration; (4) Course fee)

## Strat Plan Tracking Progress

- Affinity gap analysis – We'll score (on a scale of 1-10) how well AFS and all units did for each of the reportable actions.
- It should give a very quick visual of what AFS does well and what we need to work on (or consider not doing)





## Next Steps:

1. Committee to meet in March
2. Develop reportable measures for each goal
3. Goal is to finalize in summer/fall 2018

# Attachment K – Re-Structuring the Committee Process

The slide has a dark teal background with a vertical strip of the ocean wave image on the left. The title 'The committee problem' is at the top in white. Below it is a bulleted list of three points, also in white text.

## The committee problem


- Committee appointments made after the annual meeting
  - Although incoming President works on names prior to meeting, appointment letter go out afterwards.
  - This takes weeks to months with the result being committees don't start work until late in the year or in new year.
- Committee volunteers are solicited with the membership renewal and are out-of-synch with new committee establishment
- We lose the opportunity to use the annual meeting as a starting point for committee work and as a place for either initial committee meetings or even just chairs to gather for discussions, planning and to work with staff






## The solution

- Incoming president fully establishes committee prior to annual meeting
- Annual meeting used as launching point for committee work
- Establish committee leadership work session at annual meeting



## Possible Time table (draft)

- May 1 – All committee chairs contacted to determine interest in continued appointment (respond by June 1).
  - Committee chairs also asked to poll committee members on continued involvement.
  - Chairs also asked to review their charge and submit recommendations for new or revised charge to president
- June 1 – Departing committee chairs identified and new chairs sought
- June 1 – AFS general call to membership soliciting interest in serving on committees for 2018-2019 year.
- June – President-elect, committee chairs, AFS staff liaison and Exec. Director work to refine committee charge



## Possible Time table (draft)

- July 1 – New committee chair appointment (and continuing chairs) letters sent including any revisions to the charge
- July 1 – Annual meeting work session for all committee chairs scheduled
- August – At annual meeting – working session of AFS President, committee chairs, staff liaisons to review how to make committees effective, operational details, reporting, etc.
- Walking out of annual meeting – All committees operational and working 100%



# Attachment L – Policy Update







**POLICY UPDATE**  
**AFS MID-YEAR GOVERNING BOARD**  
**SAN JUAN, PUERTO RICO**

Drue Banta Winters  
Policy Director

**OVERVIEW**



- Recovering America's Wildlife Act
- Magnuson-Stevens Act
- Waters of the U.S. Rule (WOTUS)
- Questions/Other Issues



## RECOVERING AMERICA'S WILDLIFE ACT



- H.R. 4647 filed in House of Representatives in December
- No companion bill filed in Senate to date
- Hearing on February 15 before House Natural Resources subcommittee
- Critical time to secure co-sponsors especially Republicans to balance out many Democrats waiting to announce co-sponsorship

## AFS ENGAGEMENT



- Push for co-sponsors in House
- February Grassroots Advocacy Webinar
- AFS HQ and Member Engagement with Congress
- Reversing America's Wildlife Crisis —Report
- Joined Alliance for America's Fish and Wildlife

### FACT

More than 40% of freshwater fish species are at risk in North America.



## GRASSROOTS ADVOCACY WEBINAR



- Train members on fundamentals of grassroots advocacy in support of RAWA
- Techniques include communications, phone calls, letters of support, in-district office meetings, field visits
- 100 participants including TWS and CASS members
- Concrete examples to help guide engagement

## REPORT-REVERSING AMERICA'S WILDLIFE CRISIS



- Developed in conjunction with NWF, AFS and TWS
- Encouraging AFS members to schedule in-district office meetings March 26-April 6 to deliver report
- Press Event in late March
- Hill briefing in April



## MAGNUSON-STEVENS ACT



- HR 200 (as amended) passed House Natural Resources in December
- Modern Fish Act (as amended) passed Senate Commerce; could see a larger MSA bill move soon
- Compromise likely needed to move legislation further, floor time for bills uncertain
- MSA Special Committee formed, but slow to make progress
- Update from March 2 call

## WATERS OF THE U.S.



- 3 rules in play, 1 finalized
  - Repeal, Replace, Applicability Date
  - Replacement Rule possible this spring
- Supreme Court decision on jurisdiction to hear challenges to Clean Water Act
- Litigation filed on “applicability date rule”
- Status of policy rider in FY18 budget

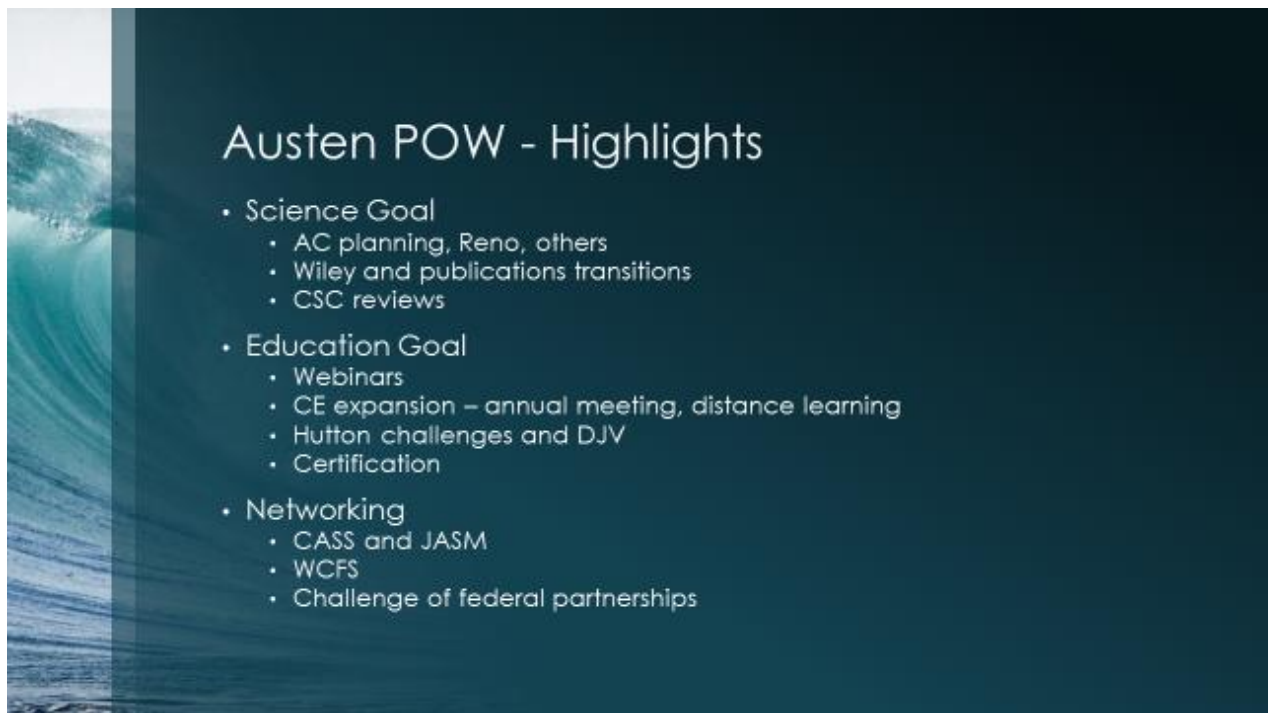
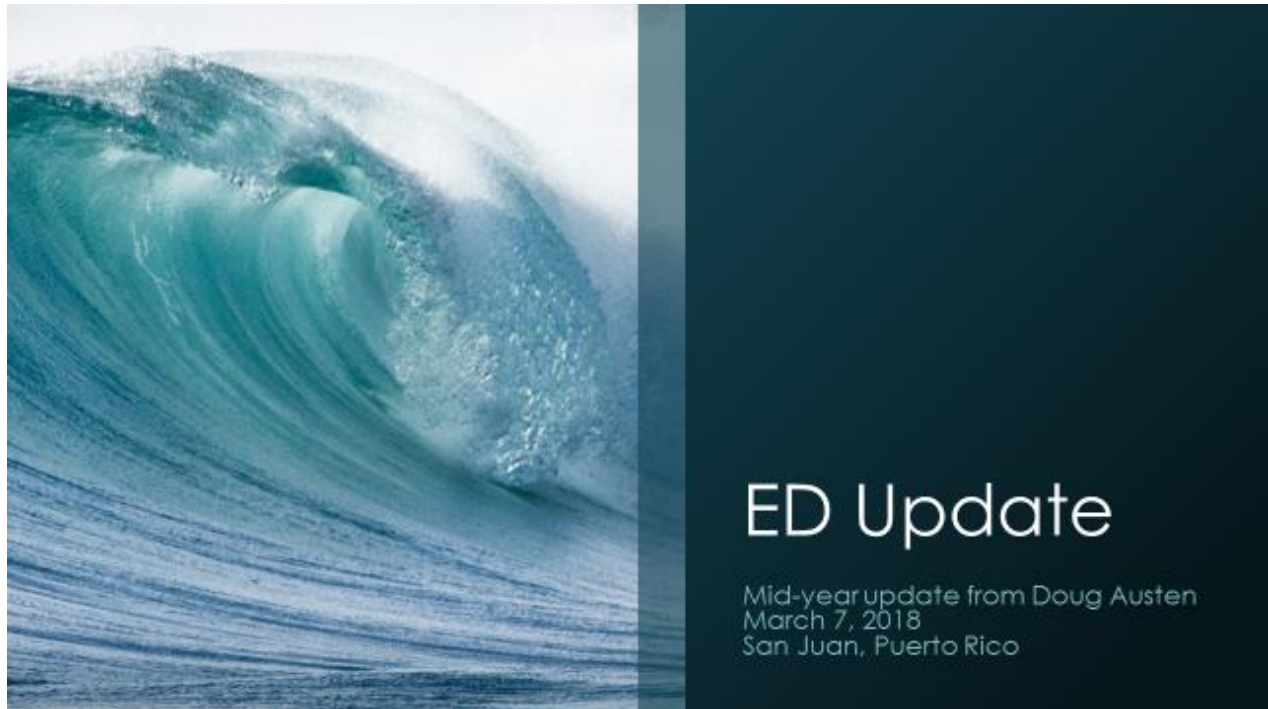


For more information, contact:  
Drue Winters [d winters@fisheries.org](mailto:d winters@fisheries.org)  
301-896-8616 x202





# Attachment M – Executive Director Plan of Work Accomplishments





## Austen POW - Highlights

- Advocacy
  - Established priorities and effective engagement
  - Policy analyst – funding dependent upon budget health
- Governance
  - AFS financial health
  - Development program
  - Marketing, membership