



American Fisheries Society Governing Board
2018 Mid-Year Meeting
Wednesday, January 30, 2019
Cleveland, Ohio

In attendance:

Jesse Trushenski, AFS President
Scott Bonar, AFS President-Elect
Brain Murphy, AFS 1st Vice President
Leanne Roulson, AFS 2nd Vice President
Steve McMullin, AFS Past-President
Jud Kratzer, Northeastern Division, President-Elect
Heather Hettinger, North Central Division, President
Mark Pyron, North Central Division, Proxy for Jeff Kopaska
Dan Dauwalter, Western Division, President-Elect
Jackie Watson, Western Division, President
Mark Fincel, Education Section
Lisa Izzo, Student and Early Career Subsection of the Education Section
Rebecca Krogman, Fisheries Information and Technology Section
Quinton Phelps, Fisheries Management Section
Doug Austen, AFS Executive Director
Dan Cassidy, AFS Deputy Executive Director
Katrina Dunn, Development Director
Shawn Johnston, AFS Meetings Manager
Aaron Lerner, Publications Director
Martha Wilson, Communications Director

Remote participants:

John Boreman, Constitutional Consultant
Randy Schultz, Constitutional Consultant Apprentice
John Magee, Northeastern Division President
Wes Neal, Southern Division President
Tom Kwak, Southern Division President-Elect
Dana Postlewait, Bioengineering Section
April Croxton, Equal Opportunities Section
Lynn Waterhouse, Estuaries Section

Michelle Walsh, Fish Culture Section
Tom Lang, Fish Habitat Section
Marilyn Blair, Fish Health Section
Joe Larscheid, Fisheries Administration Section
Marlis Douglas, Genetics Section, Proxy for Andrew Whiteley
Abby Lynch, International Fisheries Section
Kevin Irons, Introduced Fish Section
Richard Methot, Marine Fisheries Section
Nathan Lederman, Emerging Leader
Dan Weaver, Emerging Leader
Eva Przygodzki, AFS Membership Manager

Guests:

Jim Bowker, Strategic Planning Special Committee Chair
Steve Lochmann, 150th Anniversary Committee Chair
Julie Simpson, Communications Committee Chair
Karen Heinold, Potomac Communications Group
Leonard Greenberger, Potomac Communications Group

Governing Board members unable to attend:

Nick Mandrak, Canadian Aquatic Resources Section
Pierre Pepin, Early Life History Section
Chris Myrick, Physiology Section
Solomon David, Science Communications Section
Joshua Etherton, Socioeconomics Section
Andrew Todd, Water Quality Section
Cheyenne Owens, Emerging Leader

Minutes of the Meeting

1. **Welcome/Determination of Quorum** – Quorum established by Boreman. Meeting called to order by Trushenski at 3:04 p.m.
2. **Agenda accepted.**
3. **Review and approval of minutes** from the Atlantic City, NJ Governing Board meetings August XX, 2019,
 - a. GB Meeting: Corrections: Spelling for names of Governing Board Members, Dana Postlewait was a proxy during this meeting.
Motion to approve corrected minutes accepted by unanimous consent.

- b. GB Incoming Breakfast: Corrections: Spelling for names of Governing Board members. Wes Neal was SD president-elect. Correct Bioengineering Section name.
Motion to approve corrected minutes accepted by unanimous consent
- c. Review and update on Management Committee Activities. Tom Lang requested that the Governing Board members receive a copy of the Management Committee meeting agendas and minutes

4. Report on the State of the Society.

- a. Austen reported on State of Society ([Attachment A](#)) and presented a series of questions for the Governing Board which elicited discussion:
 - i. Are programs being developed responding to an accurate understanding of membership needs?
 - ii. Are members aware of AFS programs and products?
 - iii. How can AFS create an “attitude of giving” to support programs and products?
 - iv. Do we need to be more aggressive in our business affairs?
- b. John Magee: Do student members go on to be regular members?
- c. Tom Lang: The number of state agency employees who are non-members is disheartening. Often times it is an economic factor to why state agency staff do not join (low state agency biologists’ salaries).
- d. Wes Neal: Why not charge membership rate plus registration rate for meetings, to automatically sign people up as members?
- e. Tom Kwak: We are not meeting growth expectations (according to Doug’s metrics), but maybe it is more important to be effective/relevant in what we are currently doing? Maybe other metrics are more important?
- f. Scott Bonar: State agency biologists have problems with salaries. Maybe AFS should take on the issues of state agency salaries as a policy effort?

5. AFS Strategic Plan (2020-2025) ([Attachment B](#))

- a. Bowker presented the draft 2020-2025 AFS Strategic Plan to the Governing Board. The committee will also be working to tie the strategic plan to Governing Board Reporting Tool (GBRT).
- b. The Strategic Plan will be distributed to membership via **Fisheries** and there will be a comment period for membership to submit comments on the plan. Once comments are addressed it is anticipated to have the Plan ratified at Reno meeting

Motion: To approve the current draft of the Strategic Plan for printing and distribution in Fisheries Magazine.

Moved by: Brian Murphy; 2nd by Scott Bonar

Discussion: Jackie Watson: Did PCG report effect the strategic plan? Bowker-report did not result in recommendations needing changes to Strategic Plan

Motion passed with unanimous consent.

Bowker: Think about how to use this as an engaging, living document after finalized, as opposed to just a piece for the bookshelf

6. Governing Board Reporting Tool (GBRT): Status update, timeline and review process (Attachment C)

- a. Eva Przygodski presented updates on iMIS, RiSE, and the GBRT and noted that the entire iMIS database was upgraded. The GBRT updates included automating unit reporting, data extracting, and other features.
- b. The GBRT will be ready for reporting for Reno. In addition to emailed instructions, there will be a webinar for unit leaders on how to use GBRT.
- c. GBRT will provide helpful analytics of AFS activities such as to be able to see successes of other chapters and see what discussion topics are of greatest need. Additional thought should be given to additional analysis using GBRT reporting data.

7. 1870 Society and AFS Development Program (Attachment D)

- a. Katrina Dunn presented development program and 1870 Society updates
- b. Culture is starting to change towards members being okay with being asked for donations. Will be continuing to make online donating as easy as possible. Individual donations are trending up. AFS donors prefer giving to a specific project/fund. Grant applications also ask for specific projects.
- c. 2018 Highlights: Puerto Rico Disaster Relief; End of the Year campaign (for general fund/unrestricted giving), some growth for "Giving Tuesday"
- d. 2019: use campaigns on "event" days i.e. Earth Day, World Fisheries Day
- e. 1870 Society: new program for recognizing donor. Highlighted 4 levels of giving/recognition and benefits. Building external sources of revenue (corporations, foundations, etc)
- f. Questions/discussion:
 - i. Abby Lynch: suggested trying a fundraising campaign during tax refund season
 - ii. Scott Bonar: timing for 1870 Society?
 - iii. 1870 Society will be a yearly renewal
 - iv. Founding Members-donate within first 18 months to 2 years; President's Circle- \$1000 per year
 - v. Steve McMullin: create a society-wide fundraising committee for Annual Meetings (as opposed to local committee each year)

8. PCG Brand Revitalizations (BR) Report Review and Discussion (Attachment E)

- a. Julie Simpson presented intro to brand revitalization; does the existing brand accurately and consistently portray AFS for the future?
- b. Potomac Communications Group (PCG) presented results of brand revitalization survey; explained goals, methodology. For full PCG report, please contact the AFS office.

- c. Key findings:
 - i. AFS lacks “elevator speech” about what the org does.
 - ii. Disparity regarding what members value most
 - iii. Challenges include member recruitment/retention/converting student members to professional members
 - iv. AFS should focus on North America.
 - v. Survey results say: change name of org? No. Add a tagline? Yes. Add “science” and “conservation” to potential tagline.
- d. Questions/discussion:
 - i. Jesse: Are the younger members looking for a message from AFS (as opposed to more seasoned members)? PCG says improve the value proposition, particularly for early career professionals to renew
Recommendations from PCG: Define the value proposition (define benefits, keep AFS as name, adopt tagline, update logo)
 - ii. Leanne Roulson: Ask members what it is they are seeking from AFS that is not currently provided
 - iii. Brian Murphy: Can you offer examples of taglines that have worked well for other orgs?
 - iv. Jackie Watson: Discrepancy between members’ perceived value and leadership’s value was interested. Keep this in mind when working on tagline/logo update
 - v. Kevin Irons: Have similar orgs who have rebranded experienced positive membership changes (more members, more engagement, etc)? PCG says rebrand will help communicate brand/benefits
 - vi. Dan Cassidy: Is it a communication issue of talking about what already is available? How confident are we that this effort (rebrand) will be what helps AFS improve value?
 - vii. Steve McMullin: (1) Need discussion about making meetings accessible to more members but also financially beneficial. (2) We are not serving the Canadians well!
- e. Doug: instructions for breakout groups. What are issues to address?
 - i. Rebecca Krogman: Just educating about values of AFS is not enough. Need to identify shared values.
 - ii. Jud Kratzer: Who is our audience? Fisheries professionals, non-fisheries folks, politicians, etc
 - iii. April Croxton: student & early professionals membership gap is key.
 - iv. Dana Postlewait: How to work with other societies also working on membership?
 - v. Lynn Waterhouse: International vs North American focus
 - vi. Quinton Phelps: In student/young professional transition, are we more worried about membership or meeting attendance? Show them the value of the annual meeting! Timing for meeting is at beginning of semester. Focus on membership retention as well
 - vii. Scott Bonar: Are we spending enough time targeting fish chiefs/bosses about membership?

viii. Mark Fincel: Making brand too broad can water down brand for constituents.

9. Books program – guidance from Governing Board ([Attachment F](#))

- a. Aaron Lerner presented report on books program. 185 titles currently for sale. 90 as PDFs. Current problems: Book proposals, sales, revenue down; PDFs offered but no e-books; online bookstore platform issues; sometimes slow publication time
- b. Jesse to appoint Special Committee on the Future of AFS Books. Findings to be presented in Reno.
- c. Questions/discussion:
 - i. Scott Bonar: Selling on Amazon or other big outlets? Aaron: fairly high fee for amazon, but suggests that committee considers this as an options.
 - ii. Tom Kwak: What about publishing through Wiley? Aaron: talked to them 6 months ago; not an impressive presentation. They ask for big financial requirement (cut of sales)
 - iii. Mark Fincel: What about renewing/updating existing textbooks on a regular basis? Aaron: considering this but depends on books, but a few already are.
 - iv. Steve Lochmann: encourage electronic versions of major texts.
 - v. Steve McMullin: What would it take to have ebooks available? Aaron: special committee will look at this as an option
 - vi. Tom Kwak: Is there a mechanism for making book chapters searchable with DOI numbers? Aaron: firewall issue with abstracts, but looking into means for accomplishing this

10. Annual meeting revenue sharing and meeting rotation ([Attachment G](#))

- a. Doug Austen/Dan Cassidy presented report of meetings history
- b. AFS target is 20% revenue from Annual Meeting
- c. Food and beverage costs are the highest percentage (about 51%) Majority of meeting income comes from registration (~81%)
- d. How do we adapt to the changing meeting planning environment to ensure success?
- e. Historical revenue sharing model: 70% HQ, 20% Chapter, 10% Division
 - i. New model: 70% HQ, 20% Chapter, 10% Division split (5.5 to host division; 1.5 to other 3)
 - ii. Potential special situations other than the above:
 - 1. Reno 2019 – split with TWC
 - 2. Baltimore 2021 - two host divisions NED to receive 3.5% each
 - 3. Hawaii 2024 – All divisions to receive 2.5% plus seed money to start a chapter?
- f. Questions/comments:

- i. Tom Lang: Moved a lot of duties to Bethesda but we are using less volunteer time but has this affected the bottom line?
- ii. Steve Lochmann: Are staff costs more or less fixed? Doug: yes, generally
- iii. Lynn Waterhouse: costs to division/chapter? No upfront costs to chapters/divisions other than volunteer time
- iv. Brian Murphy: Are we charging proper fees for attendees (i.e. students)?
- v. Steve Lochmann: Is limiting the number of papers a good/bad thing? AFS doesn't currently reject much if anything.
- vi. Dan Cassidy: New meeting rotation policy adopted Dec 2018. Formerly 4 year divisional rotation. New policy is once in a division every 6 years.
- vii. Jackie Watson: one of the selling points for "joint" division meeting-divisions will likely not hold separate division meeting that year-one fewer travel approval for biologists
- viii. Jud Kratzer: Remember that the meeting rotation helps keep biologists in various areas of the country engaged. Sometimes revenue vs. engagement needs to be weighed
- ix. Katrina Dunn: Do we include all expenses when considering meeting registration fees?
- x. Steve McMullin: We are overdue to go back to Canada, even with prohibitive costs.

11. Reno meeting planning: (Attachment H)

- a. Development of symposia, panels and workshops
- b. Joint Society statement on science and conservation
- c. Doug Austen presented Reno planning information. AFWA passed a resolution supporting state agencies to send attendees to the meeting.
- d. Joint plenaries (opening and closing)
- e. Sustainable Use of Fisheries and Wildlife Resources
- f. Engaging with Diverse Audiences
- g. Zeb Hogan to speak
- h. Statement/Declaration by the Societies (to be developed): Common messages that the public and decision-makers should be made aware of. Jesse T and Darren Miller (TWS President) are supportive of developing a statement. Hopefully other societies will join the efforts.

12. Completion of business meeting activities:

a. Meetings Code of Conduct (Attachment I)

Motion: Adopt the attached meetings code of conduct to be applicable to all AFS sponsored meetings including chapter, division, section, and annual meetings.

Moved by Jud Kratzer; 2nd by Jackie Watson

Discussion: This is a document to refer back to in case anyone is out of line and what to do about it, as needed.

Jackie Watson: came from behavior that was unacceptable at the Western Division level and something was needed to address this.

John Magee: Question about taking photos, etc about meetings without permissions. People should know that this is in the code

Rebecca Krogman: Women's group at SD meeting this weekend? Was anyone there that can report on this? Jesse-most discussion was related to workplace behavior, but some discussion about alcohol and behavior at meetings.

Martha Wilson: Add language about social media guidance to meeting attendees to social media guidelines.

Rebecca Krogman: We want to share the science during the meeting. Maybe include a checkbox in registration if science is "social media friendly".

Governing Board members discussion language updates to the code of conduct. See Doug Austen's notes on Code.

Motion adopted with unanimous consent.

b. **Stan Moberly Award Fish Habitat Award** ([Attachment J1, J2, and J3](#))

Motion: Establish the "Stan Moberly Award for Outstanding Contributions to Fish Habitat Conservation".

Moved by Leanne Roulson; 2nd by Steve McMullin

Discussion: Tom Lang and Fish Habitat Section. Society level award given during a plenary session, given to 1-3 people for a lifetime career of supporting Fish Habitat. To be awarded in Reno for the first time

Motion adopted with unanimous consent.

c. **Revision to Certification Requirements** ([Attachment K](#))

Motion: To update the AFS Professional Certification Requirements as proposed in Attachment

Moved by Mark Fincel; 2nd by Steve McMullin

Discussion: Mark Fincel: certification requirements have been reviewed during past few years

Jesse: management committee approved last month

Motion adopted with unanimous consent.

d. **High School membership category** ([Attachment L](#))

Motion: Create a new AFS membership category with an annual membership fee of \$10 for high school students.

Moved by Dan Dauwalter; 2nd by Scott Bonar

Discussion: Brian Murphy: motion addresses getting more students into the society on the front end. Currently high school students are included in the general "student" category, but there is no means for specifically tracking/targeting high school students.

Motion adopted with unanimous consent.

13. **Report by President Trushenski:** Five parts of plan of work:

a. Strategic Plan

- b. Professional Development (soft skills)
- c. Diversity and Inclusion
- d. Science Communications

14. Draft Plan-of-work by President-elect Bonar (Attachment M)

Scott Bonar presented proposed plan of work for 2020. Four high level focus areas:

- a. Increase AFS development of standards for the fisheries profession.
- b. Preside over the AFS 150th anniversary and associated celebration.
- c. Increase AFS engagement and interactions with other professional societies on large-scale issues such as climate change.
- d. Continue work of past presidents to encourage outreach and communication of fisheries science by fisheries professionals to the general public and policy makers.
- e. Scott is looking for volunteers to join: AFS Standards Committee, Large Issues Process Committee,

15. Report by Executive Director Austen

- a. Paper just released on Waters of the US. Briefings upcoming on the Hill.
- b. Multi-state grant process – 3 books up for grant approval
- c. ITN film crew started filming this week. Looking for key issues to film for short news segments, to be part of footage to use at Reno meeting.

16. Additional old business - None

- 17. New Business** - Date needed for Governing Board conference call between now and Reno meeting.
Jesse suggested first week of May-GB members were in agreement about this time frame.

18. Adjourn at 4:45 pm.

Attachment A – State of the Society Report



A BIT OF HISTORY

- **AFS 2016 Budget was proposed as an "Investment Budget" where the Society used resources to expand program capacity**
 - Create a Development Program
 - Enhance our Continuing Education Program
 - Expand our Policy Program with a Policy Analyst
 - Build a Communications Program (the first PCG study)
- **Goal to create member services to grow the Society**
 - Webinars
 - CE at meetings and through distance learning
 - Expand our communications with newsletters, social media, marketing
 - Build a solid and effective policy program
 - Bring in new resources through contributions, grants, foundations

AND WE'VE MADE SUBSTANTIAL PROGRESS

- Webinar program has been highly successful
- E-newsletter, Social Media
- Policy relevancy – FOTNAR, WOTUS, MSA
- Growing donor base (Katrina will discuss later)



2018 POLICY PRIORITIES



Recovering America's Wildlife Act



Magnuson-Stevens Act Re-Authorization



Clean Water Act: Waters of the U.S.

AFS

AND WE'VE MADE SUBSTANTIAL PROGRESS

- Webinar program has been highly successful
- E-newsletter, Social Media
- Policy relevancy – FOTNAR, WOTUS, MSA
- Growing donor base (Katrina will discuss later)

But

- **We're not seeing the response we anticipated**

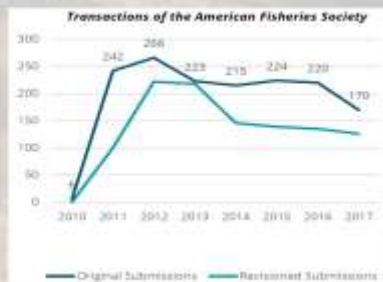


American Fisheries Society
Membership Dues 2015 - 2018

Category	2015	2016	2017	% Chng	
				2018	2018 / 2015
Regular	\$298,480	\$272,096	\$279,975	\$318,080	107%
Young-professional	\$34,880	\$35,993	\$44,590	\$52,555	151%
Student	\$34,263	\$30,380	\$32,990	\$41,355	121%
Retired	\$14,280	\$14,080	\$15,160	\$21,305	149%
Life	\$7,137	\$5,000	\$4,000	\$1,731	24%
Developing	\$955	\$625	\$915	\$1,065	112%
Total Individual Dues	\$389,995	\$358,174	\$377,630	\$436,091	112%
Official	\$72,000	\$68,800	\$59,200	\$67,200	93%
Sustaining	\$33,750	\$29,250	\$26,100	\$28,350	84%
Associate	\$2,000	\$4,000	\$2,000	\$2,000	100%
Total Organizational Dues	\$107,750	\$102,050	\$87,300	\$97,550	91%
Total Membership Dues	\$497,745	\$460,224	\$464,930	\$533,641	107%

BOOKS PROGRAM STATISTICS

	Year						
	2012	2013	2014	2015	2016	2017	2018
Sales	\$217,767	\$275,213	\$181,621	\$184,002	\$139,383	\$130,572	\$168,233
Proposals	4	3	2	2	3	6	3
Published	4	4	4	3	3	3	5





DEVELOPMENT PROGRAM

Increasing the number of gifts from the membership
2017 (164) and 2018 (293)
General Fund Gifts: 72 (2016), 70 (2017), 117 (2018)

Increasing the amount of unrestricted giving to AFS through the general fund
\$4,128 (2017); \$14,146 (2018)

for the future of fisheries

JOIN THE 1870 SOCIETY

IN 2020 the North American Journal of Fisheries Management will celebrate its 150th anniversary. To mark this milestone, the Society is launching the 1870 Society, a group of individuals who are passionate about fisheries and the future of the industry.

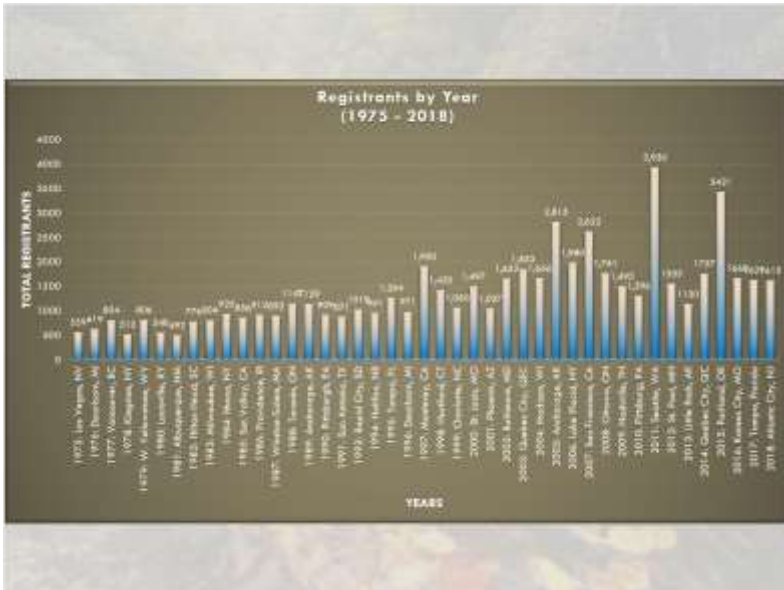
The 1870 Society is a group of individuals who are passionate about fisheries and the future of the industry. They are committed to supporting the North American Journal of Fisheries Management and the Society of Fisheries Management.

MEMBERSHIP LEVELS

- **Individual** - \$100
- **Corporate** - \$500
- **Life** - \$10,000

For more information, please contact the Society at 1870@na-jfm.org.

1870





Translating Programs and Products into Revenue and Engagement

1. Are the programs being developed responding to an accurate understanding of membership needs? (If not, why? What do we need to be doing to better understand membership needs?)
2. Are members aware of the AFS programs and products? (If not, what should we be doing to increase awareness?)
3. How can AFS create a "attitude of giving" to support programs and products? (What is the realistic potential? How can we cultivate larger donor base? Can we build a network of support for fisheries science and professionalism?)
4. Do we need to be more aggressive in our business affairs? (Run meetings for greater profit, review product pricing, etc.)

Attachment B – Draft 2020-2025 AFS Strategic Plan

Charting the course for the American Fisheries Society

AFS 5-Year Strategic Plan, 2020-2024

Motion: To approve the current draft of the 2020-2024 SP for printing and distribution in Fisheries magazine.

Moved by Murphy; 2nd by Bonar

Approved with unanimous consent

Welcome –

Welcome to the 2020-2024 Strategic Plan for the American Fisheries Society. For 150 years, the American Fisheries Society has served fisheries professionals, advanced fisheries science, and promoted wise use and stewardship of fisheries and other aquatic resources. One and a half centuries of international leadership in fisheries science, policy, and management doesn't simply happen: it is the result of carefully crafted plans of action carried out by the Society's membership. Like previous strategic plans, this document is intended to guide the Society, its units, leaders, and staff in fulfilling our mission to **improve the conservation and sustainability of fishery resources and aquatic ecosystems** by advancing fisheries and aquatic science and promoting the development of fisheries professionals. This document is also intended to help us gauge our collective progress in the coming years. Quantitative analysis is ingrained in all fisheries professionals, but we haven't always measured our accomplishments and effectiveness as an organization with the same rigor we apply to other aspects of our professional lives. The 2020-2024 Strategic Plan was written to inspire our members, facilitate benchmarking, and foster meaningful introspection regarding the Society's productivity in the coming years. The 2020-2024 Strategic Plan speaks to internal and external audiences and articulates who we are and what we do. It meant to help us reach out beyond our membership and discipline to other organizations, decision-makers, and the public. The challenges facing aquatic resources are complex, and we must work across traditional boundaries to identify and implement solutions. We look forward to achieving the goals set forth in this strategic plan and fulfilling our shared mission for the next five years and the next 150 years to come.

OVERVIEW

AFS, established in 1870, is the world's oldest and one of the largest professional fisheries organizations representing approximately 7,500 members worldwide.

AFS actions during the next 5 years will be guided by the Strategic Plan for 2020-2024. Our mission and vision will be achieved if each of the objectives and strategies listed below are met through the collective efforts of AFS and its members. We acknowledge that Units serve specific functions in this effort and, as such, are not expected to address all strategies.

This 2020-2024 Strategic Plan refines previous plans by reorganizing the objectives and strategies, making the plan more usable as both a planning document and as a framework for reporting accomplishments. The Strategic Plan also serves as a stand-alone document appropriate for dissemination to our stakeholders. This Strategic Plan lists 'Reportable Information' under each strategy that will help Unit officers develop their plan of work and determine how they address various strategies. The companion Governing Board Reporting Tool (GBRT) tracks how Units address specific strategies. As such, it is recommended that Unit officers look at not only the strategies in this document, but also at the GBRT for ideas on how to develop specific actions or work plans.

This Strategic Plan recognizes that the fisheries profession, like other scientific and technical disciplines, faces an ever-changing suite of new challenges, including,

- climate change,
- weakening of the Clean Water Act,
- insufficient funding,
- pressures from increased globalization and urbanization,
- lack of science-educated public who understand growing complex environmental issues
- embracing landscape-scale management of fisheries and research projects that extend across geographic or programmatic borders, and
- an aging workforce that does not reflect the diversity of society and fisheries stakeholders.

To meet member needs and thrive, AFS operations and business model must adapt to changes in technology and communications, such as:

- Networking
- Publications
- Information exchange
- Governance
- Relevancy
- Annual meetings and financial stability
- Membership recruitment and retention

MISSION, VISION, AND VALUES

AFS and Unit Missions:

The AFS mission is: “To improve the conservation and sustainability of fishery resources and aquatic ecosystems by advancing fisheries and aquatic science and promoting the development of fisheries professionals.” Individual activities and roles differ for each AFS unit:

Chapters: Coordinate information exchange, outreach, and aquatic stewardship within their geographic region. Priorities include member support and coordinating with local, provincial, state, and tribal governments, and nongovernment organizations.

Divisions: Complement Chapter activities related to information exchange, outreach, aquatic stewardship, member support, and governance at a regional level. Divisions also maintain liaison roles with regional resource stakeholders and represent Chapter needs to AFS leadership.

Sections: Coordinate member activities with similar disciplinary and topical interests by stimulating information exchange and outreach related to those interests. Sections also share expertise with AFS leadership, members, and other users.

AFS Office: Assist AFS Units and officers as requested while providing essential administrative services such as member support, annual meeting planning, journal and book publication, continuing education, communications, and policy development.

AFS Vision:

To address our mission, AFS needs to advance fisheries knowledge and strive to be the home society for all fisheries disciplines. In that pursuit, AFS seeks to be recognized as the pre-eminent organization providing fisheries information to decision makers in all arenas. While fulfilling our vision, we will recruit and develop new fisheries professionals by offering learning and training opportunities crucial to maintaining a well-trained profession, support programs and efforts to increase diversity and inclusion, and enhance the value of AFS professional certification.

1. To be a global fisheries leader and provide appropriate leadership by:
 - Supporting fisheries conservation with science-based research and aquaculture practices and effective resource management,
 - Increasing science-based fisheries conservation through interactions with AFS members, fisheries professionals who are not members, government policy makers, non-governmental leaders, tribal groups, other professional societies, private industry, the general public, and others,
 - Promoting fisheries conservation through annual meetings, scientific publications, workshops, professional standards, science communication, networking, and outreach, and,
 - Building partnerships with other natural resource professionals and scientific organizations to expand our voice to effectively achieve common goals.
2. To provide education and continuing education opportunities by:
 - Encouraging colleges and universities to maintain academic programs in fisheries sciences, resource management, and related disciplines to ensure recruitment of fisheries professionals that meet the needs of employers.
 - Ensuring that the fisheries professional certification program reflects the integration of many disciplines relevant to fisheries while ensuring its recognition as a mark of scientific excellence and expertise.
 - Providing a variety of continuing education opportunities using innovative methods to reach the widest possible audience of fisheries professionals, continue to offer training in skills that have been identified by potential employers as critical skills, and to provide additional opportunities to hone new skills.
 - Providing resources and opportunities to use effective communication techniques and strategies to inform a wide range of audiences.
1. Provide value to members by:
 - Providing opportunities for networking, continuing education, and professional development.
 - Being responsive to the needs and opinions of AFS members.
 - Enhancing member participation at all levels of AFS to assure recruitment, retention, and leadership development into the future.
 - Promoting inclusion and diversity.
 - Providing an integrated network of AFS Units that collaborate to fulfill the AFS mission.

Effective implementation of this Strategic Plan will require incorporating the plan throughout AFS operations. The Strategic Plan will also be reflected in the AFS President's charges to standing and special committees and the Executive Director's plan and work and staff assignments.

Objective 1. Advance fisheries disciplines, conservation, and management

Strategy 1.1. Organize and sponsor annual meetings, symposia, or other opportunities to present new findings and perspectives; create venues to provide opportunities for exchange, communication, and mentoring across fisheries fields.

(Examples of reportable information: (1) Number of Unit meetings, workshops, conferences, and symposia organized; (2) Registration fees and meeting attendance; (3) Revenue generated; (4) Support for members to attend; (5) Number of structured opportunities for exchange, communication, or mentoring)

Strategy 1.2. Hold events to encourage stewardship of fisheries resources; engage with various fisheries disciplines and educators to increase impact.

(Examples of reportable Information: (1) Host events like fishing derbies, habitat restoration projects, river clean-up, community outreach gatherings, public information events such as impacts of climate change or pollution on aquatic resources; (2) Support outreach programs like “Fish in the Classroom” and “Stream of Dreams”)

Strategy 1.3. Foster use of standards/best practices for fisheries conservation and management

(Examples of reportable Information: (1) Number of participants developing and providing information for AFS standard methods such as Standard Methods for Sampling NA Freshwater Fishes, FHS Blue Book, Guide to Using Drugs, Biologics and other Chemicals, Names of Fishes, Rotenone Applications, Monetary Values of Fish and Mussels, etc. (2) Workshops and information sessions demonstrating standards)

Objective 2. Develop fisheries professionals

Strategy 2.1. Provide continuing education by offering training and courses at an affordable price for AFS members; provide training on topics that enable attendees to do their job more effectively and efficiently.

(Examples of reportable information: (1) Course category (e.g., leadership, electrofishing, sonar/telemetry, standard methods, GIS, statistics/data, analysis/modeling, fish passage, graduate school/career preparation; (2) course duration; income generated: (a) course fee) (b) number of attendees)

Strategy 2.2. Promote a fisheries sciences professional certification program that is recognized as a distinguished mark of excellence and expertise within and outside the Society; if applicable, support broadening the certification criteria to include other disciplines integral to fisheries science such as management, policy, and/or education.

(Examples of reportable Information: (1) How many people applied for certification? (2) For recertification? (3) How many applicants were certified; (4) Recertified; (5) How many people renewed; (6) describe support for broadening criteria)

Strategy 2.3. Utilize novel techniques to encourage greater participation in annual and other meetings by students, young professionals, and first-time meeting attendees.

(Examples of reportable information: (1) Technique(s) used, (2) Relative increase in number of students, young professional, and first-time meeting attendees, (3) others?

Objective 3. Communicate the importance of both the science and the value of fisheries discipline

Strategy 3.1. Develop products and online resources to promote the value of fisheries sciences, aquatic habitat, and other fisheries disciplines.

(Examples of reportable information: (1) Type of communication (e.g., newsletter, fact sheet, promotional material disseminated via listserv/Facebook/Twitter/etc.); (2) Evaluate effectiveness of communication methods through analytics to measure numbers reached, audience types, category range, likes, shares, and comments.

Strategy 3.2. Develop relationships, partnerships, and collaborations with other professional societies, conservation organizations, educators, decision makers, and stakeholders to establish and promote the shared goals of fisheries disciplines.

(Examples of reportable information: (1) Relationship developed with whom (decision maker, NGO, professional organization?); (2) How does the partnership advance AFS priorities)

Strategy 3.3. Publish high quality technical journals, books, and proceedings that present recent advances, reviews, and syntheses of fisheries topics.

(Examples of reportable information: (1) Type of publication (e.g., textbook, proceedings, special issue, or journal); (2) Brief description)

Strategy 3.4. Develop and disseminate science-based communication materials that represent and reflect AFS's mission to share its collective expertise with political leaders, decision makers, educators, stakeholders, and the public.

(Examples of reportable information: (1) Type of communication (letter, briefing, public hearing, article); (2) Description of the material; (3) Target audience; (4) Distribution/number submitted/number attended)

Strategy 3.5. Advance AFS's promotion of scientific research and sustainable fisheries management by expanding the science communication knowledge and skills of AFS members to become better communicators outside of their professional area.

(Examples of reportable information: (1) Organizing networking events to share skills, (2) Organizing workshops for training effective messaging (e.g., writing, speaking, other methods for non-scientists, (3) Hosting webinars, (4) Developing communication platform manuals and guidelines, (5) Providing analytic training to help customize communication tactics, (6) Summary of materials produced, number of participants, participant evaluations, target audiences reached.

Objective 4. Increase diversity among fisheries professionals and promote an inclusive environment in AFS

Strategy 4.1. Develop/maintain processes and practices to promote diversity (e.g., gender, ethno-racial, sexual orientation, cultural, disability, socio-economic, generational, disciplinary) mainstreaming within the Society and the fisheries profession.

(Examples of reportable information: (1) Type of promotion, recognition, and number of recipients; (2) Number of Student Subunit members; (3) Amount contributed to Hutton Program or Skinner Foundation; (4) Diversity within key roles at annual meeting (e.g., plenary speaker(s), symposium organizers, or moderators); (5) Diversity re: Unit governance (appointed committee chairs, elected positions).

Other activities identified by the Diversity and inclusion Committee that should be included in the unit President's Plan or Work and reported on at the end of the year include:

- *Publish at least one article in Fisheries or unit newsletter to inform readers how to include diversity and inclusion in the workplace*
- *Develop/revise the AFS or unit Standards of Professional Conduct to include statements for providing a diverse, inclusive, and welcoming environment for relations with others*
- *Develop and implement a confidential AFS member online tool for reporting behaviors contradicting the Standards of Professional Conduct.*
- *Develop procedures to measure diversity within AFS or unit*

Strategy 4.2. Enhance participation of students, young professionals, and regular members at all levels of the Society to ensure member recruitment, retention, reactivation, and leadership development into the future.

(Examples of reportable information: (1) Type of membership development (e.g., created new Subunit or technical committee, leadership training or mentoring); (2) Brief description of actions and, where appropriate, outcomes)

Objective 5. Provide effective governance of AFS and high-quality service to AFS's members

Strategy 5.1. Practice transparent "good governance" by holding elections and convening regular meetings of elected officers to plan activities that advance the mission of AFS; provide sound financial management of assets, revenue, and expenses and periodically review constitution, bylaws, and procedures manual; revise governing documents using appropriate procedures as necessary.

(Examples of reportable information: (1) Governance activity (e.g., business meeting, Excom meeting, regularly scheduled Excom calls, leadership retreat, election, Financial audit etc.); (2) Frequency of meeting or call; (3) Number of participants; (4) Focus of retreat; (5) Number of votes cast; (6) Outcome of audit (Pass Y or N); (7) Review/update constitution/bylaws/procedures)

Strategy 5.2. Recognize achievements and contributions of members, partners, and Units through awards.

(Reportable Information: (1) Number and types of awards, whether awardee was a student or professional and whether a monetary award (amount of money given per award); (2) Number of awardees)

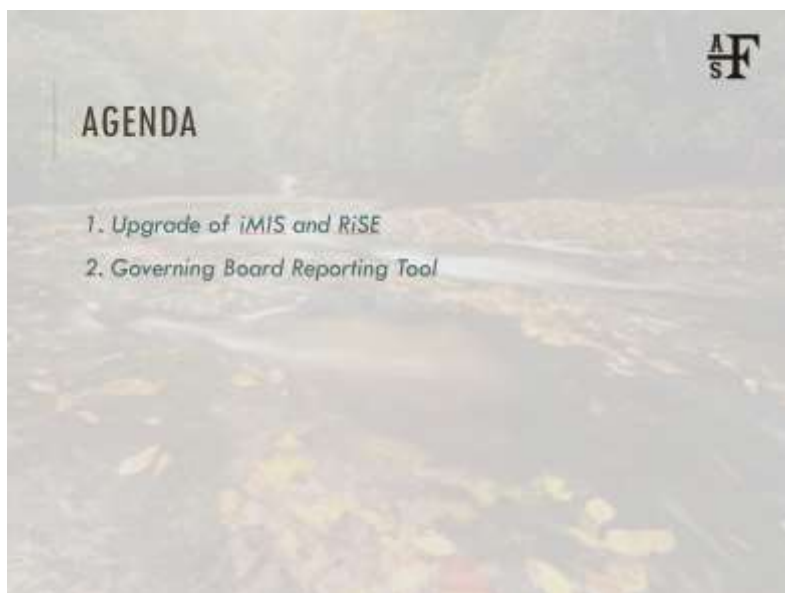
Strategy 5.3 Evaluate opportunities for ensuring financial stability

Example of reportable income: (1) Annual meeting sites and formats; (2) Unit meeting sites and formats; (3) Investment portfolios for the Society and separate Units; (4) others,

Strategy 5.4 Use best available techniques such as surveys, focus groups, social media, and other means to determine and respond to the needs, interests, and opinions of AFS members.

(Reportable Information: (1) Technique used; (2) Focus of initiative; (3) Number of participants/respondents; (4) Outcome or change in Unit activity/specific action taken (e.g., reach a broader audience, refocus efforts, redistribute funding/awards, etc.)

Attachment C – Governing Board Reporting Tool





SYSTEM UPGRADE

IMPROVING MEMBERS EXPERIENCE

- ☐ Better workflow of join and renew processes
- ☐ Ability to change member type and chapter
- ☐ Ability to add, change any AFS unit any time during the membership cycle
- ☐ Multi-year renewal options
- ☐ User friendly options to donate
- ☐ Improved scalability



GOVERNING BOARD REPORTING TOOL

Purpose and functionalities

I

- ☐ To automate units reporting process and submission
- ☐ To standardize responses to all strategies, which align with AFS strategic plan

II

- ☐ Facilitate data collection and quantify results
- ☐ Provide a path from Data>Decision>Action
- ☐ Extract data and present results in a readable format



NEXT STEPS

WHAT WE ARE WORKING ON

- ☐ Allow units to export a copy of their submission
- ☐ Allow others to view submitted reports
- ☐ Create informative searches of submitted data
- ☐ Make the tool available year round for input
- ☐ Projected opening date: early March



STILL CONFUSED?





HELP IS ON THE WAY

- ☐ Each unit's presidents will receive detailed instructions via email by mid February
- ☐ Email will contain new credentials assigned for the unit, which can be shared with other unit chairs who will be submitting parts of the report
- ☐ Detailed directions with screen grabs will be included
- ☐ Guidance instruction regarding data collection will be attached
- ☐ Directions and guidance instructions are also available for download through the pages of the reporting tool

Attachment D – 1870 Society



Ways to Contribute to AFS

- Member of the **Conservation & Preservation Charities of America (CPCA)**. Membership of CPCA through enrollment in **Combined Federal Campaign (CFC)**
 - Continuing to participate in CFC for 2019-2020
 - The AFS Combined Federal Campaign number is 11080.
 - Range of donations received have varied significantly, \$8,590 to \$520
- Approved charity for **PayPal Giving Fund**, **eBay for Charity**, and **AmazonSmile**
 - AmazonSmile donations total \$74.28 (0.5% roughly \$14,856)
- Exploring other channels to ease fundraising
 - **Facebook** giving accounts for \$1 billion of donations in three years
 - AFS's Facebook Page has **4,450**
 - Millennials (16%), Gen X (19%), and Baby Boomers (21%)

GuideStar

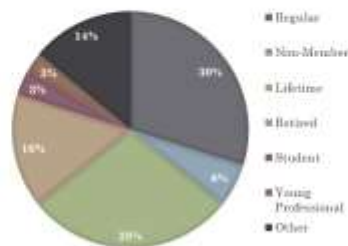
- Service used by millions to make informed decisions about nonprofits.
- GuideStar is used by donors, other nonprofits, and granting organizations
- GuideStar features reports on **2.7M** nonprofits and generates **26M** searches annually
- AFS has a Silver rating as of 2018



Individual Donations Trending Up

- Increasing the number of gifts from the membership
 - 2017 (164) and 2018 (293)
 - General Fund Gifts: 72 (2016), 70 (2017), 117 (2018)
- Increasing the amount of unrestricted giving to AFS through the general fund
 - \$4,128 (2017); \$14,146 (2018)
- Restricted gifts continue to be preferred
- Increased engagement due to targeted appeals and visibility

DONORS BY MEMBER RECORD TYPES



Growing the General Fund

- **“Unrestricted money makes an organization work smoothly, enables innovation, and provides fuel for growth.”**
- **“[Unrestricted giving] makes it possible for great organizations to weather crises without losing momentum.”**
- **At AFS, these funds help support:**
 - Policy
 - Education
 - Training
 - Professional Development
 - Capacity Building
 - Service Improvements
 - Membership Benefits
 - Flexibility/Rising Challenges

Other Funds Actively Fundraising

- Skinner Memorial Fund
- J. Frances Allen Scholarship Fund
- The Steven Berkeley Fellowship Fund
- Shelby D. Gerking Continuing Education Program Fund
- Past President's Endowment Fund
- Publications Endowment Fund
- Carl R. Sullivan International Endowment Fund
- Disaster Relief Fund

Puerto Rico Disaster Relief



- Raised **\$11,763** in donations
- AFS contributed **\$4,300** from existing Disaster Relief Funds **Total \$16,063**
- Provided travel and conference support to 17 members impacted by the storm
- Donated **\$6,000** to San Juan Bay Estuary Program (SJBEF), which helped secure 200+ plants for sand dune stabilization
- Funds raised were also used to purchase supplies needed for the event. All supplies purchased were donated to the SJBEF
- 77 AFS volunteers worked together with local non-for-profits: SJBEF and Grupo 7 Quillas

More Together: End of the Year

- Goal to raise \$20,000 towards the AFS general fund (unrestricted giving)
- Organized to encourage giving at year-end
 - 25-50% of annual donations are made in the last three months of the year
 - Tax deductions remain a popular incentive for donors



More Together: End of the Year

- Effort raised **\$9,698** (48.5%) of goal
 - Contributed to increased general fund donations (% increase from FY2017)
- Campaign consisted of the following outreach channels
 - Three appeals e-mailed to all members and recently lapsed members (8,000+)
 - In addition, first appeal went to full database (28,000+ contacts)
 - Promotion and landing page on the AFS website
 - Dedicated website <https://secure.fisheries.org/MoreTogether>
 - Promotion on social media (including Facebook, Twitter, Tweets from leadership)
- Lessons for future EOTY campaigns

#GivingTuesday

- AFS has participated in #GivingTuesday since 2016
- In 2018, had greatest number of gifts with 16 on the day (up from 4 in 2017)
- **Why this is important?**
 - International campaign (↑ visibility)
 - Digital campaign (low cost)
 - Increase gifts from membership (↑ culture of giving)
- Lesson for 2019
 - Match Gifts
 - Involvement with Chapters/Units
 - Encourage engagement w/ digital channels



Using Campaigns to Increase Engagement and Build Culture of Giving

Event	Date
Earth Day	April 22, 2019
World Oceans Day	June 08, 2019
World Fisheries Day	November 21, 2019
Giving Tuesday	December 03, 2019
End of the Year Giving	December 2019
150 th Anniversary	2019-2020

1870 Society – Donor Club

- 1870 Society will recognize and encourage contributions from donors in support of the mission and programs of AFS.
- Established initial membership levels
- Levels
 - Members
 - Founding Members
 - President's Circle
 - Legacy Leaders



Levels

Membership Level	Gift Amount
Members	\$150.00+
Founding Member	\$500.00+
President's Circle	\$1,000.00+
Legacy Leaders	Planned Gifts

Benefits

- Invitations to special events, including exclusive (reception and/or luncheon) held each year in conjunction with the AFS Annual Meeting
- Program highlights and participant (donor) profiles in *Fisheries* magazine
- Membership commemorative certification recognizing their gift
- Unique gift in appreciation of their membership in the 1870 Society
- Year-round communications from the AFS President and Executive Director, keeping you up-to-date on how your donation is making an impact for AFS
- Recognition (with your permission) on AFS's website
- Identifying 1870 Society ribbon to be worn during AFS Annual Meeting and AFS events
- Special listings in the Annual Report of the American Fisheries Society

Next Steps

- Working with Communications Team to promote the 1870 Society
- Recruiting existing donors to be members
- Adding donor profiles and stories into *Fisheries*
- Advertisements in *Fisheries*
- Hosting events and projects eventually within the 1870 Society



Planned Giving | Legacy Leaders

- Promotion of ability to leave a planned gift to AFS
- Dedicated section of AFS website
- Recognition built into 1870 Society
 - Legacy Leaders

Hutton Junior Fisheries Biology Program

2018

Total Funds	\$165,765
Award Only	\$113,618
Scholars Funded	26

2019

Total Funds	\$173,467
Award Only	\$117,605
Scholars Funded	28-29

Hutton Junior Fisheries Biology Program Sources for additional funding

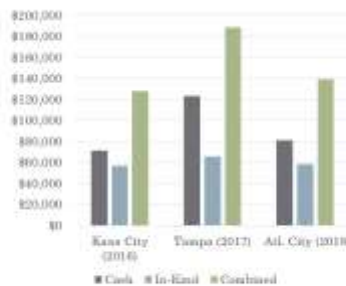
- Current funding for the program is largely from government sources
- Sought donations from general members, not significant
 - \$755 (2017); \$960 (2018)
- Working closely with the Education Team to explore Hutton options and potential funders
- Additional paths to funding
 - State Agencies
 - Chapters
 - Sections
 - Foundations
 - Institutional Members (Companies and organizations)
 - Universities

AFS-TWS Joint Annual Meeting

Goals

- Est. \$100-115,000
- Fundraising Committee
 - Maddy Harden
 - Committee meets 2x month

Summary of Sponsorship (2016-2018)



Emerging Opportunities

- Recognition of sponsors, partners, and institutional members
 - Membership Committee evaluating Institutional Membership
 - Increasing visibility and promotion
- Enhancing advertising opportunities in existing AFS channels and platforms
- Developing new programs within existing departments to generate opportunities
 - Iconic Washington Event
 - Working with other department leaders to determine these opportunities

Building External Sources

- Private/Corporations
- Foundations
 - Goal: Adding four potential sources in 2019
- Conservation Philanthropists
 - 1870 Society
- Goal of \$100K net new



Questions and Continued Discussion

Katrina Dunn

Director of Development

kdunn@fisheries.org

(301) 897-8616 ext. 213

www.fisheries.org/donate

Attachment D2 – 1870 Society Components

1870 Society January 2019

Background

The American Fisheries Society (AFS) will celebrate its 150th year in December 2020. In recognition of the 150th anniversary, and AFS's growing efforts to cultivate a culture of giving, AFS will establish the **1870 Society**, a donor club. To be launched in 2019, The 1870 Society will recognize and encourage contributions from donors in support of the mission and programs of AFS.

The 1870 Society will generate revenue through annual gifts from individual donors, from both within and outside of the AFS membership. These funds will largely be unrestricted. Unrestricted gifts provide flexible resources to support the immediate and greatest needs of AFS. These areas of need may include research, management, publications, capacity, policy and education, training and professional development.

In the future, the 1870 Society could go on to shepherd important projects for AFS. AFS reserves the ability to build out additional levels or programs within the 1870 Society.

Eligibility

Participation in the 1870 Society is open to all individuals, regardless of membership in AFS. Membership in the 1870 Society is renewable annually (calendar year). Membership in the 1870 Society begins with your first annual gift above \$150, and continues with ongoing annual support. Members must make qualifying level donations each year (\$150 or greater) to maintain membership in the donor club. These gifts can be outright gifts, pledge payments, or multi-year pledges.

For the first 18 months, inaugural members giving at \$500 and above will be recognized as **Founding Members** for the leadership funding they provide to the club in its infancy. Additionally, Founding Members may also include donors who have supported AFS in the two consecutive years prior to the launch of the program at an amount totaling \$500 or more.

Membership Breakdown

Membership Level	Gift Amount	Notes
Members	\$150.00+	<ul style="list-style-type: none">This is the minimum annual gift to be eligible for the 1870 Society. This gift level must be maintained in consecutive year to maintain membershipGrandfathered Members will be those Cumulative gifts made in the last 24 months totaling up to \$300.00+. Additionally, these individuals will be encouraged to upgrade gifts to <i>Founding Member</i> level

Founding Member	\$500.00+	<ul style="list-style-type: none"> • Gifts must be made during the first 18 months of the launch of the donor club to be recognized as <i>Founding Member</i> • Gifts must be made in two consecutive years in the time during the first 16 months or in the prior 12 months to launch (February 2018 through July 2020)
President's Circle	\$1,000.00+	<ul style="list-style-type: none"> • Gifts made in this amount in the first 16 months would also make one eligible to be a <i>Founding Member</i>
Legacy Leaders	Planned Gifts	<ul style="list-style-type: none"> • Category designed to recognize those who have made a planned gift or bequest to AFS. • Legacy Leaders must make an eligible gift to be recognized as <i>Founding Members</i> or <i>President's Circle Members</i>

Recognition

Members of the 1870 Society will be recognized publicly in throughout various channels of AFS. Recognition and benefits will be varied based on level of gift and/or cumulative contribution to AFS.

- Invitations to special events, including exclusive (reception and/or luncheon) held each year in conjunction with the AFS Annual Meeting
- Program highlights and participant (donor) profiles in *Fisheries* magazine
- Membership commemorative certification recognizing their gift
- Unique gift in appreciation of their membership in the 1870 Society
- Year-round communications from the AFS President and Executive Director, keeping you up-to-date on how your donation is making an impact for AFS
- Recognition (with your permission) on AFS's website
- Identifying 1870 Society ribbon to be worn during AFS Annual Meeting and AFS events
- Special listings in the Annual Report of the American Fisheries Society

Benefits

Member Level	Benefits
Members	<ul style="list-style-type: none"> • Certificate of appreciation • Recognition in multiple channels at AFS, including <i>Fisheries</i> magazine, the annual report, and the AFS website • Quarterly newsletter from AFS keeping members up-to-date on the latest happenings of AFS
Founding Members	<ul style="list-style-type: none"> • Invitation to special 1870 Founding event celebration • Founding Members are recognized in perpetuity as Founding Members of the 1870 Society • Founding Members will receive a commemorative keepsake • Will be recognized at the Annual Business Meeting during the AFS Annual Meeting
President's Circle	<ul style="list-style-type: none"> • These members will receive all the benefits of the Members and Founding Members level • Invitation to attend the Governing Board Reception at the Annual Meeting

	<ul style="list-style-type: none"> • Conference call with Executive Director and President • Free guest registration at the AFS Annual Meeting • Opportunity for reserved seating or early access to special events at the AFS Annual Meeting (for example the Grand Networking Event)
Legacy Leaders	<ul style="list-style-type: none"> • Certificate of appreciation and a letter from the Executive Director • Recognition in multiple channels at AFS, including <i>Fisheries</i> magazine, the annual report, and the AFS website • Those willing to leave a significant gift to AFS will be recognized in a unique way based on discussions between AFS and the donor

Attachment E – PCG Brand Revitalization Report



Why pursue brand revitalization?

1. AFS is changing to reflect the challenges that we face as a profession and in our fisheries conservation issues.
2. We are seeing a major demographic shift as a generation of Baby Boomers retire and new generations move increasingly into AFS membership and leadership.
3. The challenges faced by scientific societies, professionalism, and non-profits are shifting and require us to constantly re-think and re-evaluate our priorities and vision.
4. We need to ensure that we are expressing the vision, values and role of AFS accurately and in an engaging way to members and potential members.



TODAY WE WILL:

1. Present key findings from the research (PCG)
2. Discuss questions and answers (all)
3. Identify key findings, recommendations or other substantive results that resonate with the GB
4. Select four major issues raised from the research to use for breakout discussions (all)
5. Conduct four breakout groups (all)
6. Present plans on the four major issues (all)

OUR BRAND REVITALIZATION PRINCIPLES





GOAL

The goal of evaluating AFS' brand is to determine:

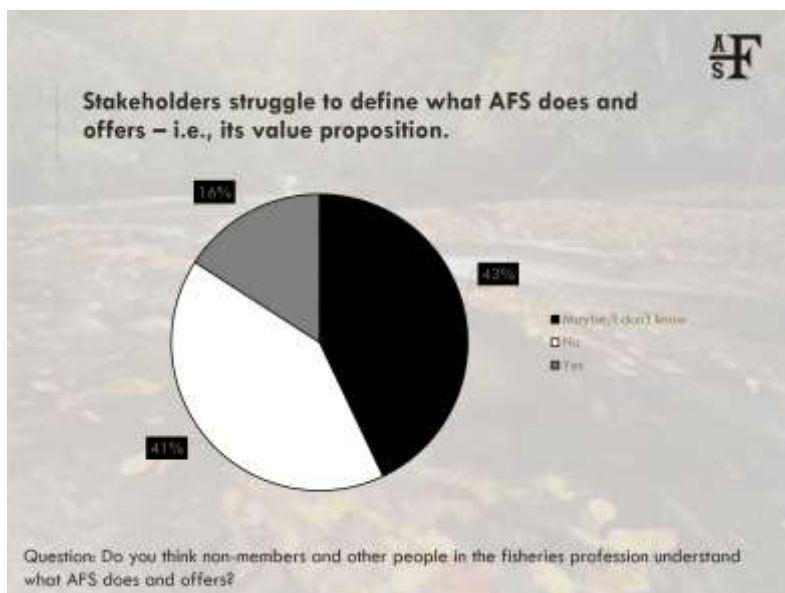
- ✓ If support exists among stakeholders for a "brand revitalization."
- ✓ If so, identify the most productive paths down which AFS may proceed.

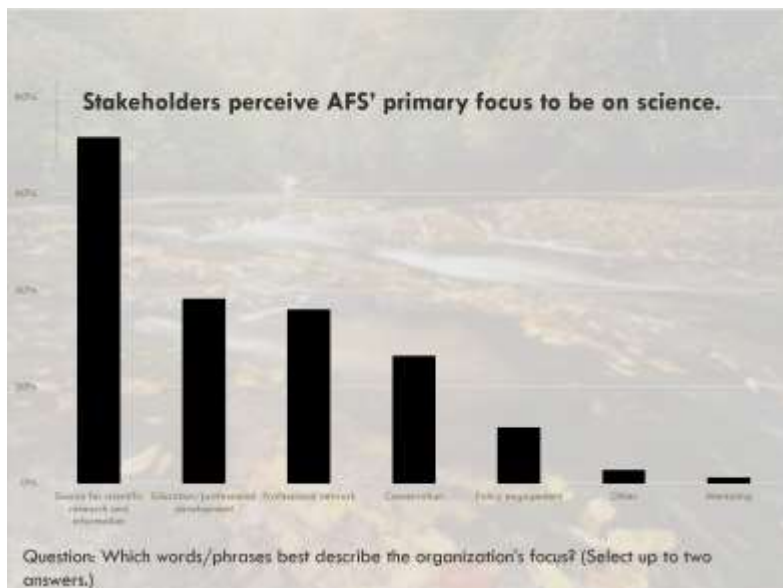


METHODOLOGY

- ✓ Reviewed existing messaging and strategic comms plan
- ✓ Conducted member survey (1,658 respondents)
- ✓ Interviewed key stakeholders
 - Governing Board members (15)
 - Current members (3)
 - Former member (1)
 - Staff members (10)
 - External stakeholders (5)
- ✓ Discussed brand during two focus groups (14 participants total) during the 2018 Annual Meeting

KEY RESEARCH FINDINGS





AFS

AFS members recognize the benefits they receive, but think the organization needs to do a better job of communicating benefits to non-members.

"[We are] weak at selling [AFS] within the profession, which makes us even weaker at selling ourselves outside of the profession." – Governing Board member

"I still don't have incentive to join as a fisheries professional." – Former member

"They don't see what's in it for them to be a member." – Staff member

Question: What are some of AFS' strengths? Weaknesses?

The Governing Board/staff and members-at-large differ on the most valuable benefits of AFS membership.

Governing Board and staff interviewees overwhelmingly cite networking opportunities as the most valuable benefit of AFS membership.

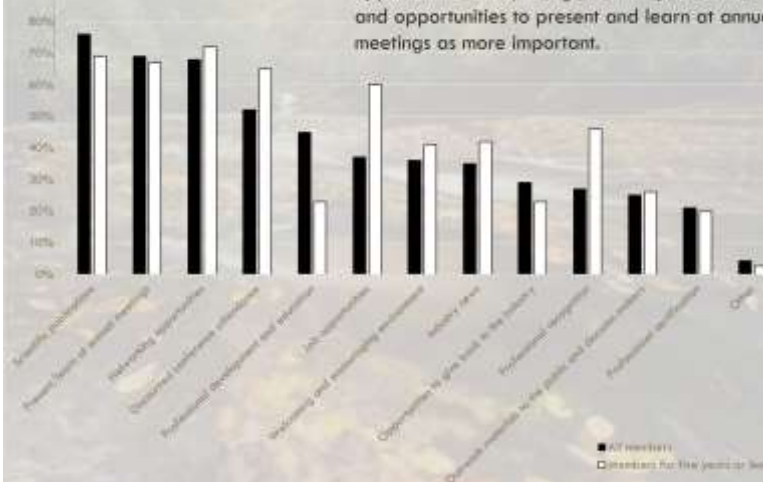
"It's the ability to network." – Governing Board member

"The networking and the mentoring." – Governing Board member

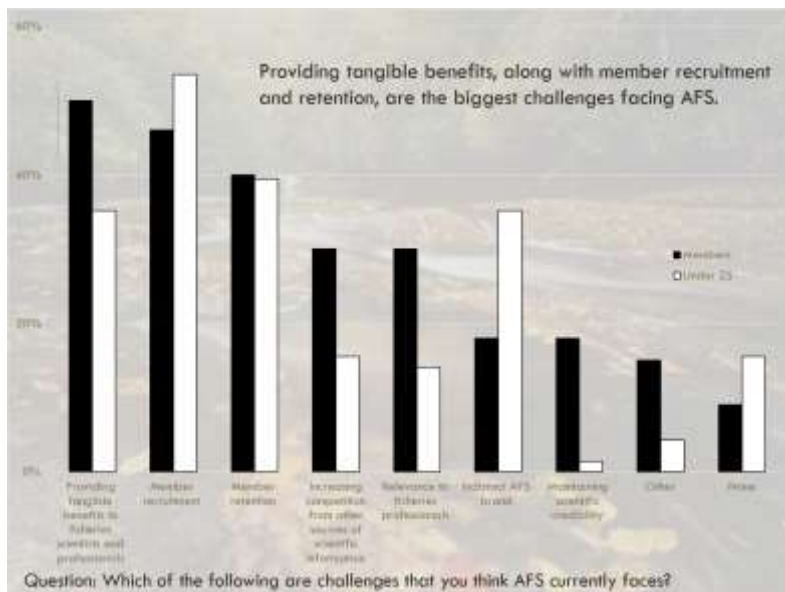
"It's the sense of community." – Staff member

Question: What do you think AFS members value most about the organization?

However, survey respondents rank networking opportunities third, listing scientific publications and opportunities to present and learn at annual meetings as more important.



Question: Which of the following are benefits that you value as an AFS member?



AFS

Interviewees think that AFS needs to do a better job of converting student members.

Questions: In your opinion, what is the biggest challenge facing AFS today? What are some of AFS' strengths? Weaknesses?

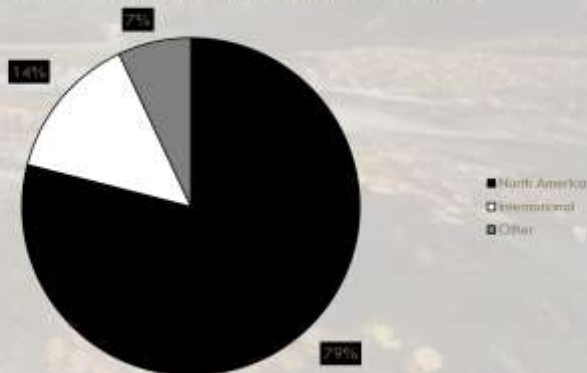


A successful brand revitalization will depend on a clear and thoughtful strategic planning process.

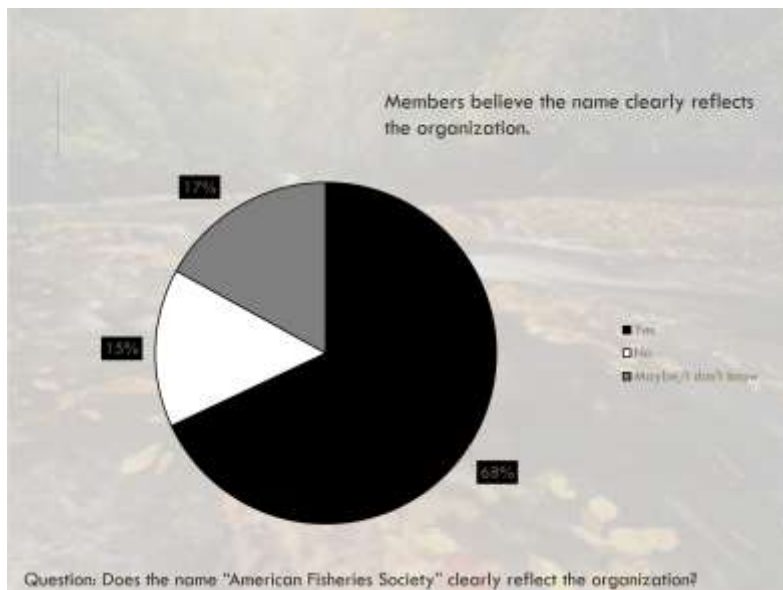


Questions: In your opinion, what is the biggest challenge facing AFS today?
Do you think AFS needs to revitalize its brand?

Stakeholders believe AFS should focus primarily on North America and make that clear in its branding.



Question: Do you believe AFS' primary geographic focus should be: [three answer options].



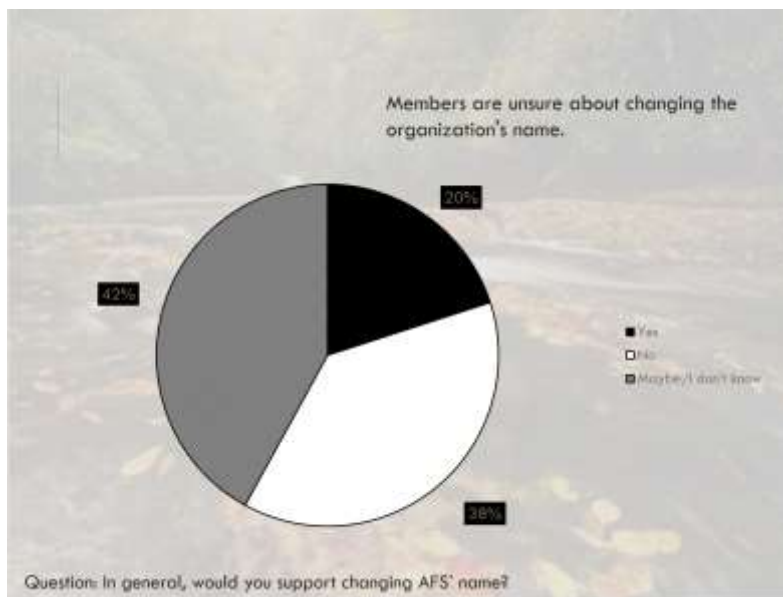
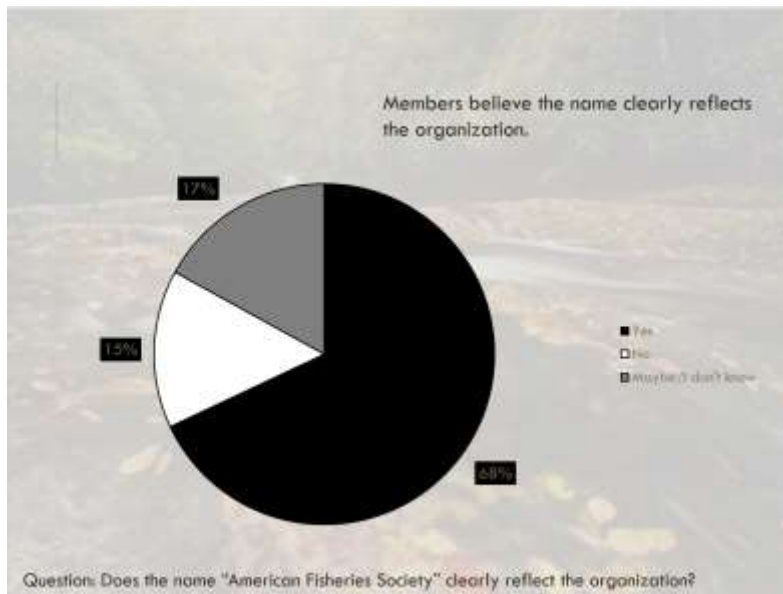
Stakeholders expressed little interest in or support for a new name.

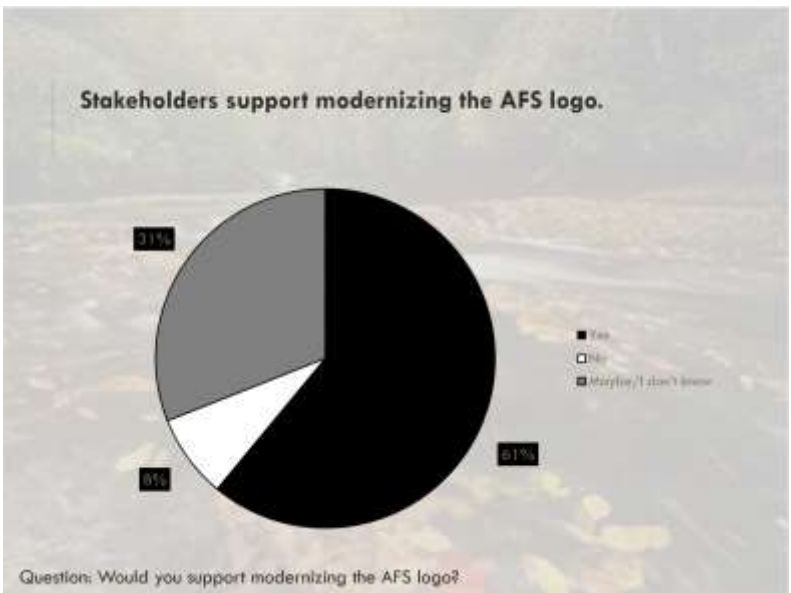
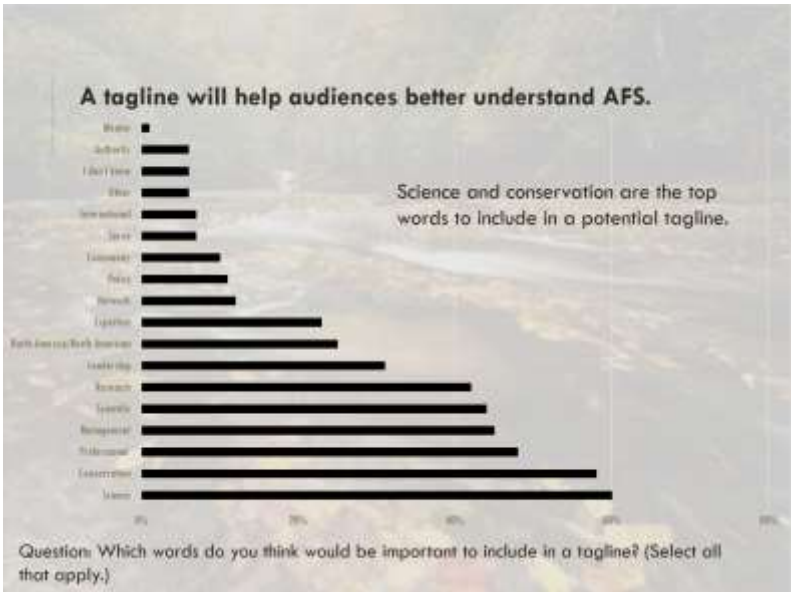
"For me, 'American' makes sense." – Staff member

"'American' is a challenge in Canada and Mexico, but not sure we can lose 'American' because AFS is so well known." – Member

"[The membership] would be more receptive to the addition of a tagline [instead of a new name]." – Governing Board member

Question: Do you think that the AFS membership would approve a new name or the addition of a tagline?





RECOMMENDATIONS FROM PCG

RECOMMENDATIONS

Define the organization's value proposition and focus.

The two primary questions that emerge in the research are:

1. What tangible benefits does AFS provide its members that they cannot get anywhere else?
2. Is AFS going to primarily focus on North America or is it going to seek out opportunities to grow internationally?

RECOMMENDATIONS

Once the value proposition and focus are defined:

3. Keep the current name.
4. Adopt a tagline to provide more context and clarity around what AFS does and offers.
5. Update and modernize the AFS logo.
6. Connect the launch of revitalized branding to a rollout of new initiatives, benefits or something else tangible to members.

QUESTIONS

COMMUNICATIONS COMMITTEE COMMENTS:

- ✓ Reintroducing each new class of Governing Board members to brand revitalization hinders the process from moving forward.
- ✓ Important not to miss the opportunity to roll out certain aspects such as logo, tagline, etc. during the 150th activities. The survey shows overall support for an updated logo.
- ✓ In the PCG research, there is a gap in perspective between the Governing Board and the general membership.
- ✓ It will be important to review the demographics of the research responses in comparison to the demographics of the Society.

Key Points:

1. Just educating possible members about AFS is simply not enough. We need to identify shared values and move forward together. How do we do this? Who needs to be involved. What are those tangible membership benefits? Can we define these better for various member types
2. Who is our audience? Fisheries professionals? Non-professionals? Decision-makers? How do we define this better? Bioengineering section is also struggling with this issue. Branding experience – when made too broad it encompassed everybody but resonated with few. Need to ensure that we understand our audience. Yet we need to be relevant to a broad spectrum of fisheries professional. How does AFS appropriately engage in advocacy?
3. International vs. NA – how do we address this issue? Who are our members? What is our responsibility as a leading professional society?
4. Annual meeting timing frequently falls in first couple of weeks of school and is problematic for student involvement. This impacts initial student involvement as well as retention. Student to Early career gap. How do we reach these people better? What are barriers? How do we identify these barriers?

BREAKOUT GROUPS WILL:

1. Write a simple statement that characterizes the issue/challenge
2. Identify key characteristics that define the issue (dot point listing)
3. Identify additional information or other needs (budget, member survey, etc.) that are needed to help resolve the issue
4. Recommend next steps for addressing issue including potential lead committee, working group, etc.

BREAKOUT GROUP PRESENTATIONS AND DISCUSSION

Attachment F – Breakout Group Reports

Group #1 - Online Discussion Groups for PCG Breakout

Participants: April Croxton, Dan Weaver, Dana Postlewait, Steve Lochmann, Lynn Waterhouse, Joe Larscheid, Randy Schultz, Tom Kwak, John Magee

Key Points (and group number):

(Martha facilitating online) Just educating possible members about AFS is simply not enough. We need to identify shared values and move forward together. How do we do this? Who needs to be involved. What are those tangible membership benefits? Can we define these better for various member types

Workgroup Charge

1. Write a simple statement that characterizes the issue/challenge
(John) How do we attract and retain members?
(Steve) How many began their career as a student or member of a student subunit? Use a dichotomous approach.
(April) I didn't come up through AFS as a student, so I'm a convert (already a professional)
Simple statement: How do we attract and retain members?
2. Identify key characteristics that define the issue (dot point listing)
Steve - Two ways of getting involved: either you grow up in it or you come upon it professionally. You need to make it personal and emotional.
3. Identify additional information or other needs (budget, member survey, etc.) that are needed to help resolve the issue
More research from non-members is needed -- developing targeted materials -- after identifying the messaging gaps.
(Steve) It will be important how we ask the questions: e.g., What would it take to get you in the Society?
(April) Having different marketing approaches -- who are our audiences? Let's do research on more audiences.
Audience demographics samples from PCG are not very clear: We need more detail on who responded as compared to AFS membership.

4. Recommend next steps for addressing issue including potential lead committee, working group, etc. Membership Committee, Communications Committee, Student Subsection of the Education Section should be involved in considering doing more research.

Group 2

Breakout group:

- 1) Write a simple statement that characterizes the issue/challenge
 - a) Define the internal and external audiences that are characteristic of the mission and vision of our Society.
- 2) Identify key characteristics that define the issue (dot point listing)
 - a) This audience is diverse and needs to be captured.
 - b) We recognize that Units can and will have more defined audiences and missions/visions as appropriate.
 - c) Ensure that we balance diversity with the risk of becoming too broad. Avoid excluding anyone.
 - d) We are increasingly becoming broader and crossing with other disciplines and is that the direction we want to go or do we want to network with other professional societies?
 - e) Fisheries is embracing a broader ecosystem approach and the Society needs to reflect that and the overlap that results with other disciplines and societies.
 - f) Advocacy: clearly defining the message of AFS in contrast to the policies of advocacy societies or any particular agency
 - g) Identify the various types of fisheries professionals (see list from the survey). Remember that the Society is the combination of the professionals that are part of all of the Units.
- 3) Identify additional information or other needs (budget, member survey, etc.) that are needed to help resolve the issue
 - a) Survey to determine member opinion on mission/vision. Review the survey results from PCG from 5 years ago and the most recent survey to determine the trend of membership opinion and with an eye toward answering this question.
 - b) Determine the difference in opinion between the current audience and any new potential audience.
- 4) Recommend next steps for addressing issue including potential lead committee, working group, etc.
 - a) Strategic Planning small group for the 2025? Work on this now in the Communications Committee.

General notes:

- Our audience is all of the above. We are a diverse Society both demographically and professionally. This is a challenge and it is difficult to get our heads around this.
- Does that get to our mission/vision? Should that align with who our audience is?
- They are closely related.
- Categories of professionals (see survey list)
 - o Field science
 - o Academic
 - o Independent consultants
 - o Managers/Policy makes
 - o Administrators
 - o Etc.

Group #3

International vs. NA – how do we address this issue? Who are our members? What is our responsibility as a leading professional society?

One example: North American Journal

Aaron says: about 95% of contributors are from North America

Aquatic Animals and are more heavily Asian

Steve: maybe journals should have more of an international focus, since there really isn't anywhere else to go for an English journal

Jesse: effectiveness. How well are we reaching out to international partners. should we focus on

North America since it is our strength? Do we have the bandwidth for international?

Canadians: would it be worth doing a meeting in Canada?

Do we do policy work in Canada? Why are we not? Or would it be better to not do more work in

Canada? Maybe someone on retainer in Canada to represent CARS.

Project to translate textbook into Chinese.

International – what does it look like?

What else can we do beyond meetings and journals?

New student subunit in Montreal. Hard to find a faculty advisor. What does the American Fisheries

Society have for me (in Canada)? Lisa I says: it would likely have to be more than just a name change to entice the Canadians.

If we were to go international, how to not encroach on other fisheries societies across the world?

According to Doug, TWS does less internationally than AFS does.

What does AFS get out of officer trips to China, Korea fisheries meetings? Maybe it should be more of a delegation? Need to do a better job of sharing information from the visit with the membership?

Would we have more international collaboration?

How are we serving Mexico, if at all?

Make journal access more prominent for internationals. Do they know that the journals are available everywhere?

Mechanism to establish international collaborations for AFS members? How can international fisheries section assist with this?

If AFS stays focused on North America... (do we lose anything)...

Danger in isolationism?

Is there a perception that AFS is already doing too much internationally? Group thinks perhaps not.

Maybe it is worth more marketing talking about what is currently being done here in North America

Climate change-do we lose impact?

A name change may make North American members think we are not focused enough on them or working for them?

Maybe we need to work on fully supporting the US and Canadian members first?

Tagline idea:

"Managing fisheries in the America's, and beyond!"

Next steps:

Think more about marketing what we are currently doing for US/Canada

Take these questions to International Fisheries Section, Fish Culture Section, CARS, international fisheries societies

Name change-discuss further with the above. How does this effect your efforts?

Group #4

Annual meeting timing, student involvement, student-YP gap and barriers

Why the loss of students?

- Partially the reality that there aren't that many jobs, partly a failure to retain

- However, we may need to improve the way we show value of AFS to tangential job areas
- Early career may need justification for going to a meeting, plus they have a lack of seniority
- Seasonal jobs period, when people fall out of the loop
- Mistiming of the meeting
 - Summer time is many grad student's field season
 - Fall time is many professional's field season

What can we do?

- Awards and incentives to go (you can get from freebie attendees from being a meeting planner, for example)
- Pushing the administrators harder to support staff
 - Getting administrators to the meeting
- Small scholarships, travel grants, targeting both students/ECP
- Having dedicated days for administrator types
- Academic advisors - Are they pulling their weight?
- Contacting local university/agency heads and ask them what it would take to get their staff there

The Issue

There is a gap between student/ECP and professional membership/activity due to lack of political, supervisory, and financial support to attend meetings, which we believe is the primary "visible" benefit to AFS membership.

Key Characteristics

- Communication of opportunities that already exist, the value of the meeting (especially for undergrads)
- Lack of hearing from leaders and mentors that AFS DOES HAVE VALUE
- Poor timing potentially of the meeting

Additional Information or Needs, Budget, Survey to Resolve

- Survey of lapsed ECP and student members, why did you leave, where are you at, what would get you to come back

Next Steps and Who

We need to talk to the decision-makers: Department heads, academic advisors, and agency Directors/chiefs and:

- Ask them what it would take for their people to be there
- Direct contact is important
- Identification of barriers from administrative standpoint
- Identification of shared values between AFS and administrators
- Develop a document targeted to agency directors that identifies the value of their staff attending and participating in AFS activities (meetings, sections, leadership roles, etc)
- Make more personal contacts with agency directors to specifically request involvement of their staff

Attachment F – Books Program

The Future of the AFS Books Program



Mid-Year Meeting
January 30, 2019

Aaron Lerner
Publications Director

Books Program Features:

- Began in 1948
- 185 titles for sale (90 are available as PDFs either as entire book or individual chapters)
- Titles are produced in-house by 2 book production editors; production costs are low
- Priced to be affordable, and AFS members receive 30% discount off list price
- AFS publishes titles that other publishers would not

Books Program Stats:

Sales:

2012	2013	2014	2015	2016	2017	2018
\$217,767	\$275,213	\$181,621	\$184,002	\$139,383	\$130,572	\$168,233

Proposals received:

2012	2013	2014	2015	2016	2017	2018
4	3	2	2	3	6	3

Number of books published:

2012	2013	2014	2015	2016	2017	2018
6	4	4	3	3	3	5

Book Sales (by number sold), 2018

TITLE	SOLD	\$ VALUE
FISHERIES TECHNIQUES, THIRD ED	350	30,223
INLAND FISHERIES MANAGEMENT	161	14,685
INVESTIGATION & AND MONETARY VAL	147	9,859
OCEAN ECOLOGY OF PACIFIC SALMON	139	11,359
AGE AND GROWTH OF FISHES	135	8,883
CUTTHROAT TROUT	134	8,169
MUSKELLUNGE MANAGEMENT	129	8,722
CASE STUDIES IN FISHERIES CONS	110	5,323
ANALYSIS AND INTERPRETATION	108	4,073
STANDARD METHODS FOR SAMPLING	103	3,716
FOUNDATIONS OF FISHERIES SCIENCE	92	3,468
BEHAVIOR & ECOLOGY OF PACIF SALMON	79	3,750
FISH HATCHERY MGMT 2ND ED	66	2,461
SMALL IMPOUNDMENT MANAGEMENT	59	2,628
PLANNING & STANDARD OPERATING	47	2,442

PROBLEMS:

- Number of book proposals is down, and most proposals are based on symposia which have the least interest and are the poorest sellers
- Declining sales and revenues
- PDFs are offered, but there are no e-book options
- Minimal effort to solicit new book projects outside established sources
- Online Bookstore sometimes crashes or develops functionality problems
- Time to publication for some titles has been excessive (3+ years), making the science out of date

- AFS President has appointed a 10-member Special Committee on the Future of AFS Books.
- AFS staff will support the committee, arranging conference calls, webinars, surveys, etc.
- Committee findings and recommendations will be presented to the Governing Board during the 2019 annual meeting in Reno.

KEY ISSUES:

- How can AFS solicit more proposals?
- How can AFS better market our books?
- Should AFS partner with a commercial provider to run the books program?
- Should AFS establish co-publishing arrangements with other societies (i.e., AFS would do the editorial production work and arrange the printing of their books)?
- Should we target new audiences (e.g., anglers)?
- Can we use the recent survey results (next slide) to identify needed titles?

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

Attachment G – Annual Meetings

Discussion

1. Surplus Target – Increase to 25% and include partial staff costs
2. How to balance our desire to share net revenue while balancing the AFS budget?
3. Rotation – Divisional boundary value and limitations
4. Revenue Sharing – New model allows flexibility but relies on unique MOA for each meeting



Discussion

1. Surplus Target – Increase to 25% and include partial staff costs
2. How to balance our desire to share net revenue while balancing the AFS budget?
3. Rotation – Divisional boundary value and limitations
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Reno-Tahoe 2019



Reno Convention Center

Meetings Report: Purpose and Goals

Purpose: Review and update GB on key meeting management issues and identify challenges and solutions for future meeting planning

Goals:

- ✓ Update Governing Board on recent changes to meeting management
- ✓ Brief GB on the major sources of meeting costs, revenue, and other data necessary to understand, appreciate, and improve AFS functions and policies
- ✓ Explore meeting location selection and overlay with Division boundaries
- ✓ Compliment and inform Meetings Oversight Committee operations



Meetings Report: Agenda

Meetings Revenue Target

Expenses and Revenues

Exploration of meeting rotation challenges

Update on revenue sharing Meetings Profit Sharing (Past and Future)



Meeting Net Surplus

(Income) – (Expenses) = Net “Non-loaded” Revenue

AFS Target is: 20% of income is net surplus

Example: Expense target = \$800,000

Income target = \$1,000,000

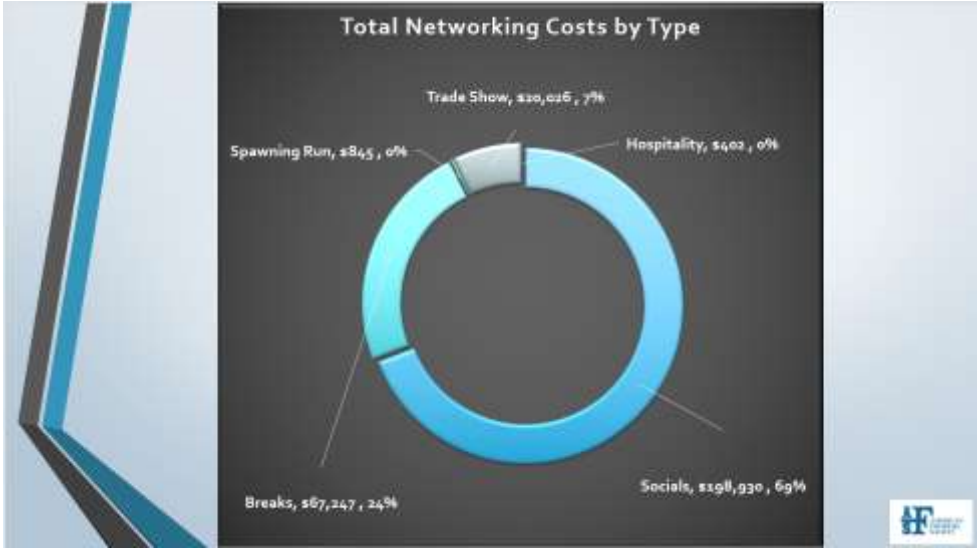
Surplus target = \$200,000

Non-loaded refers to omitting staff costs from meeting financial results.



2018 Annual Meeting Expenses by Type





Meetings Budget: Expenses (Fun Facts)

While some of these prices may seem high, F&B in Atlantic City was actually more reasonably-priced than most other venues AFS has visited (Tax and Gratuity not included below)

Individual Beverages:

- House Wine: \$6
- Premium Beer: \$6
- Domestic Beer: \$5
- Soft Drinks: \$4
- Bottled Water: \$3

Beverages by Gallon:

- Brewed Reg. Coffee: \$45
- Brewed Decaf. Coffee: \$45
- Hot Water, Selection of Teas: \$45
- Apple/Orange Juice: \$40

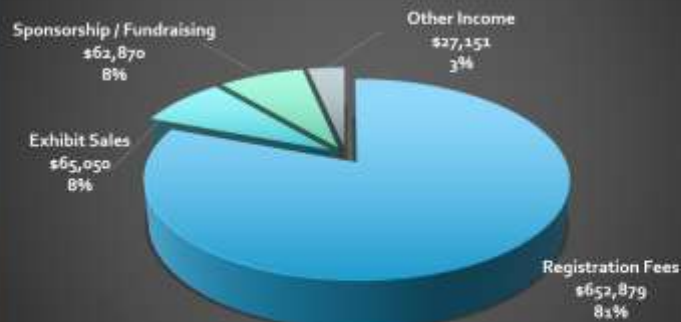
Hor d'oeuvres:

- Crab Cake Sliders: \$3.95
- Mini Beef Wellington: \$3.95
- Vegetarian Spring Rolls: \$2.95
- Chicken Quesadilla: \$2.95

Now that we've explored the expenses of our annual meetings, let's review the sources of revenue we use to pay for these services



2018 Annual Meeting: Income by Source



- The largest source of income is registration fees
- Registration fees typically cover all meeting expenses
- Attendance is trending towards more student members, thereby lowering overall registration income



Meeting Net Surplus

(Income) – (Expenses) = Net “Non-loaded” Revenue

AFS Target is: 20% of income is net surplus

Example: Expense target = \$800,000

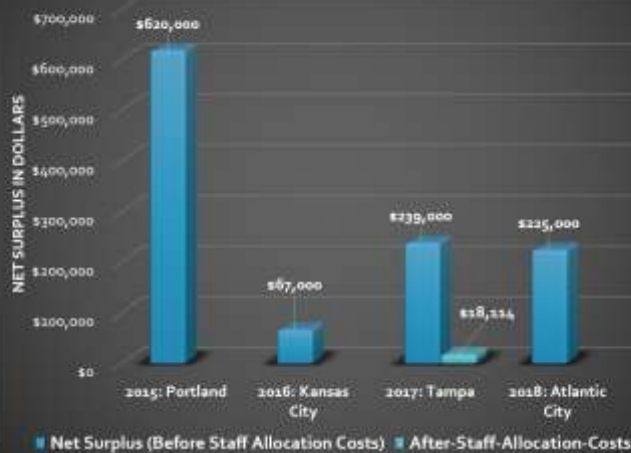
Income target = \$1,000,000

Surplus target = \$200,000

Non-loaded refers to omitting staff costs from meeting financial results.



Meeting Net Surplus 2015-2018
(Staff Cost Allocation)



Questions Thus Far?

Coming Up:

Profit Sharing Models: Past, Present, and Future

How do we adapt to the changing meeting planning environment and ensure meeting success?



Historical Profit Sharing Model

AFS HQ: 70%; Chapter: 20%; Division: 10%

The 70-20-10 model is not a fixed requirement; has been varied by MOU over the years

New Profit Sharing Model

The management committee recently approved new guidance:

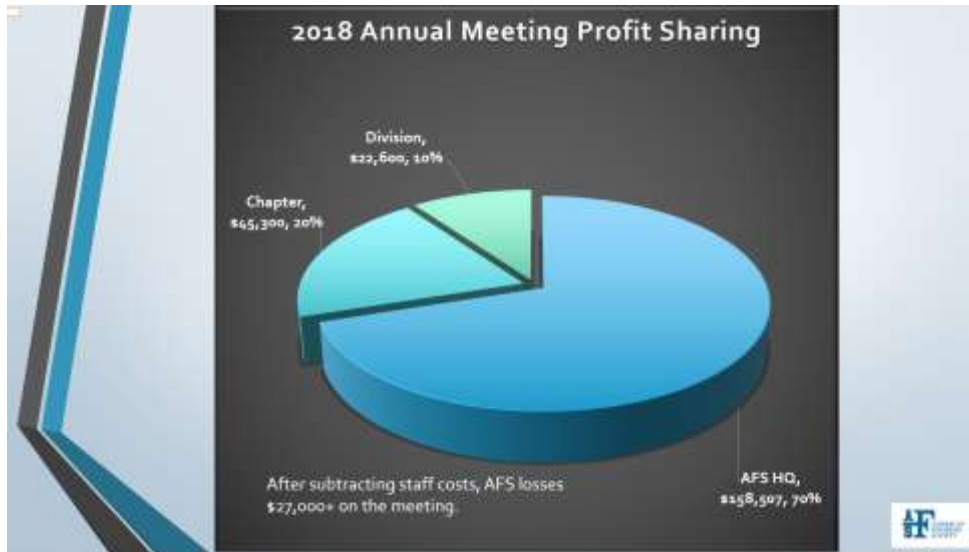
70-20-10 (5.5, 1.5, 1.5, 1.5)

AFS HQ: 70%; Chapter: 20%

Division: 10% (5.5, 1.5, 1.5, 1.5) – reflecting the relative contribution of partners

The following slides show the 2018 (old standard) model and then possibilities for future sharing models based on level of effort





Division Profit Sharing

Below are the current and future (potential) divisional profit sharing models shaped by the goal of more consistent revenue sharing with all divisions and organizational level of effort

New Model: profit sharing; LAC Division: 5.5%, Other Divisions: 1.5%

Shared Model 1: Baltimore: displays the potential profit sharing model for Baltimore 2021

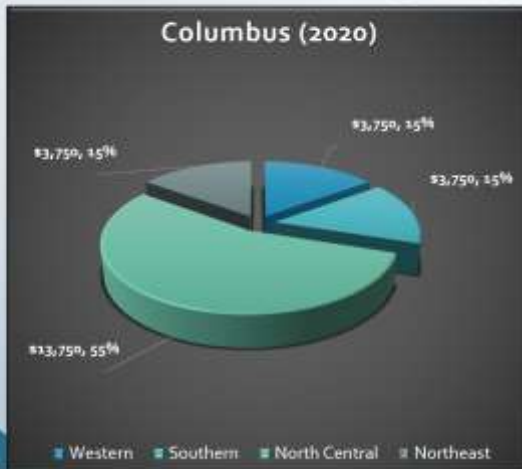
- LAC Divisions: 3.5%
- Other Divisions: 1.5%

Shared Model 2: Honolulu: displays the potential profit sharing model for Hawaii 2024

- "Seed money" for HI Chapter?
- All Divisions: 2.5%

Division Profit Sharing: Exploring Options

Columbus (2020)



Standard Model

This slide shows the revised profit sharing guidance

LAC Division: 5.5%
Other Divisions: 1.5%



Division Profit Sharing: Future Options

Background: the traditional 70-20-10 (AFS-Chapter-Division) profit sharing has been a general guidance; it has been not fixed and has been varied via MOU over the years

Update: the December management committee adopted new guidance

70-20-10 (5.5, 1.5, 1.5, 1.5)

The guidance for the split between AFS, Chapters, and Divisions has *not* changed; *only* the guidance on distribution of *division profits* has changed

Goal: ensure more regular income to all divisions

MOU: should still reflect relative contribution of partners



Division Profit Sharing: Future Options



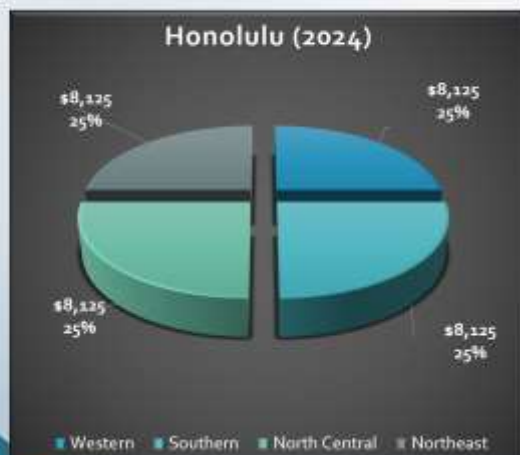
Baltimore 2021 Model

This model displays the potential profit sharing model for Baltimore 2021

SD and NED each at 3.5%
WD and NCD each at 1.5%



Division Profit Sharing: Future Options



Honolulu 2024

This model displays the potential profit sharing model for Hawaii 2024

"Seed money" for HI Chapter?

All Divisions: 2.5%



Questions Thus Far?

Coming Up:

Meeting Rotation: Past, Present, and Future

What factors influence meeting rotation? How do meetings vary (revenue, attendance, etc.) from division to division?



Meeting Rotation

Former AFS Policy: bids are typically solicited on a rotating basis among AFS Divisions, but there is nothing to preclude solicitations "out-of-traditional-sequence," especially when an insufficient number of bids are obtained from the targeted "geographic" Division

New Policy (Adopted December 2018): The annual meeting will be held in each division no less frequently than once every 6 years

A division may not host the annual meeting more than twice in any 4-year period.



Geographic Strain



Key Points

The current division boundaries and rotation pattern are in conflict with meeting attendance numbers and thus revenue streams to our chapters, divisions, and AFS

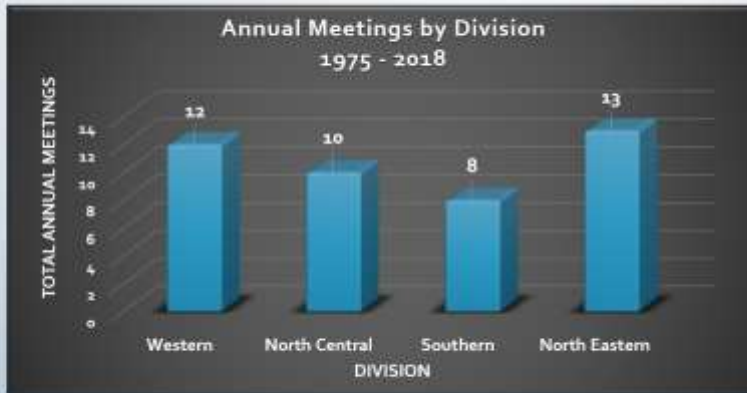
New profit-sharing models can address this issue to some degree, but further discussion (and metrics to inform those discussions) are necessary to balance priorities around our mission, members, and organization



	City	West	NCD	NED	South
2024	Honolulu, HI	X			
2023	Grand Rapids, MI		X		
2022	Spokane WA	X			
2021	Baltimore, MD				X
2020	Columbus, OH		X		
2019	Reno, NV (w/TWS)	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



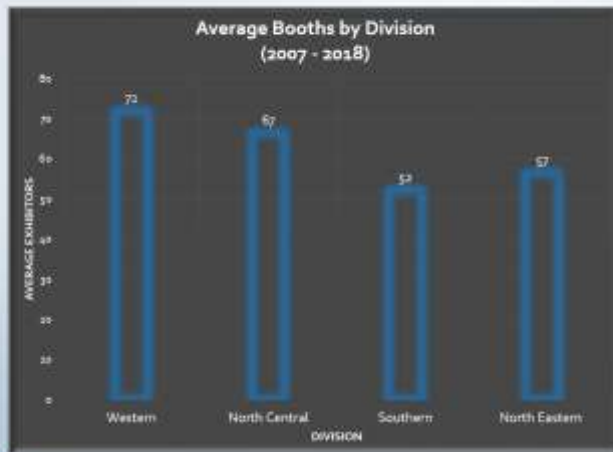
Meeting Rotation: Totals by Division



Registration: Averages by Division



Booth Sales



	City	West	NCD	NED	South
2024	Honolulu, HI	X	X	X	X
2023	Grand Rapids, MI		X		
2022	Spokane WA	X			
2021	Baltimore, MD			X	X
2020	Columbus, OH		X		
2019	Reno, NV (w/TWS)	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

Meeting Rotation: Baltimore 2021



Division Nodes	Distance to Baltimore, MD
Portland, ME	500.3 miles
Atlanta, GA	675.9 miles
Galveston, TX	1,465.7 miles

Baltimore 2021 offers AFS an opportunity for collaboration and helps to serve our members in the Northeastern United States

It's proximity and connecting flights around the northeast make it much more available to northeastern members than most "southern" division meetings



Meetings Oversight Committee – The Sequel

Purpose: ensure continual assessment, learning, and improvements in our annual meetings while fostering structured dialogue among AFS members, leaders, and staff to optimize the design, effectiveness, and innovation of our annual meetings

Toolset:

Meeting Evaluations: web surveys, focus groups, interviews with organizing committee members, etc.

Scientific Literature on Meeting Design

Membership:

(1) former General Meeting Chair or Program Chair

(1) 2nd or 1st Vice-President

(1) AFS Member

(1) Graduate Student or Student-Member/Young Professional



Discussion

1. Surplus Target – Increase to 25% and include partial staff costs
2. How to balance our desire to share net revenue while balancing the AFS budget?
3. Rotation – Divisional boundary value and limitations
4. Revenue Sharing – New model allows flexibility but relies on unique MOA for each meeting



Attachment H – Reno Meeting Update



SYMPOSIUM CALL FOR PROPOSAL

AFS/FISHERIES CALLS & GUIDELINES

American Fisheries Society deadlines for **Proposals** for Continuing Education, Symposia Proposals, and Paper and Poster Abstracts.

Proposals for Continuing Education Courses & Workshops	Opens Dec. 14, 2018 - Closes Feb. 19, 2019
Proposals for Symposia	Opens Dec. 14, 2018 - Closes March 1, 2019
Paper & Poster Abstracts	Opens March 11, 2019 - Closes Apr. 12, 2019

1. Biology and Conservation of California and Nevada's Native Fishes
2. The Science of Pacific Salmon Conservation: Foundations, Myths, and Emerging Insights
3. Modeling to support anadromous fish restoration
4. Using Applied Technology in Fisheries Monitoring and Research
5. The Science and Management of the San Francisco Estuary
6. Fire Resilience: Can Fish, Wildlife, and Humans Adapt to Shifts in Wildfire Disturbance?
7. Conservation of North American Freshwater Native Non-Game Fishes: Presented by the Western Native Fish Committee
8. The Role of Interactive User Interfaces in Fisheries and Wildlife Science
9. Water Management Issues Impacting Sturgeon Recovery
10. What Did We Do?! The Biologists' Role in the Management and Spread of Invasive Species
11. Integrating Advanced Technologies to Improve Data Quality and Reduce Bias in Fisheries and Wildlife Population Research and Management

DEVELOPMENT OF STATEMENT OR DECLARATION BY THE SOCIETIES

A significant pronouncement by the societies to raise awareness or encourage action on a key issue or set of issues.



DEVELOPMENT OF STATEMENT OR DECLARATION BY THE SOCIETIES

1. A significant pronouncement by the societies to raise awareness or encourage action on a key issue or set of issues.
2. Jointly developed by AFS and TWS. Could possibly be also signed by other science societies (e.g. CASS partners)
3. Identification of issues of commonality and importance is a fundamental challenge. One issue? Several issues?

Attachment I – Meetings Code of Conduct

AFS Meetings Code of Conduct

Purpose:

American Fisheries Society (AFS) meetings are among the most respected scientific meetings of fisheries professionals in the natural resource scientific community. AFS values the diversity of views, expertise, opinions, backgrounds, and experiences reflected among all attendees, and is committed to providing a safe, productive, and welcoming environment for all meeting participants and AFS staff. All participants, including, but not limited to, attendees, speakers, volunteers, exhibitors, staff, service providers, and others, are expected to abide by this Meetings Code of Conduct. This Code of Conduct applies to all AFS meeting-related events, including those sponsored by organizations other than AFS but held in conjunction with AFS events, in public or private facilities.

Expected Behaviors:

- Treat all participants, attendees, AFS staff, and vendors with respect and consideration, valuing a diversity of views and opinions, and critiquing ideas rather than individuals.
- Refrain from demeaning, discriminatory, or harassing behavior and speech directed toward other attendees, participants, AFS staff, and suppliers/vendors.
- Be mindful of your surroundings and of your fellow participants. Alert AFS staff or venue event staff if you notice a dangerous situation or someone in distress.
- Respect the rules and policies of the meeting venue, hotels, AFS-contracted facility, or any other venue.
- To foster a welcoming environment, assist AFS members with impaired physical or cognitive abilities, if necessary.

Unacceptable Behaviors:

- Harassment, intimidation, or discrimination in any form is unacceptable. Harassment includes speech or behavior that is not welcome or is personally offensive. Behavior that is acceptable to one person may not be acceptable to another, so use discretion to be sure respect is communicated. Harassment intended in a joking manner still constitutes unacceptable behavior. Regardless of your intent, if you are advised directly or by another party that some aspect of your speech or behavior at an AFS meeting is harassment, you are expected to stop engaging in such speech or behavior.
- Do not physically or verbally abuse any attendee, speaker, volunteer, exhibitor, AFS staff member, service provider, or other meeting guest.
- Examples of unacceptable behavior include, but are not limited to, unwelcome or offensive verbal comments related to age, appearance, or body size, employment or military status, ethnicity, gender identity and expression, individual lifestyle, marital status, national origin, physical or cognitive ability, political affiliation, sexual orientation, race, or religion. Harassment can

also include the use of sexual and/or discriminatory images in public spaces or in presentations; deliberate intimidation; stalking; following; harassing photography or recording; sustained disruption of talks or other events; bullying behavior; inappropriate physical contact; and unwanted sexual attention.

- Appropriate and responsible personal use of photographs or posts to social media of another individual's oral presentation, poster, or likeness is acceptable unless permission is specifically denied by the individual.
- Do not disrupt talks at oral or poster session or activities in the exhibit hall or at other events organized by AFS at the meeting venue, hotels, or other AFS -contracted facilities.
- Any retaliation against participants for reporting unacceptable behavior is unacceptable. Like harassment or discrimination, retaliation against reporting poor behavior will be subject to consequences.

Reporting Unacceptable Behavior:

- Anyone experiencing or witnessing behavior that constitutes an immediate or serious threat to public safety at any time should contact local law enforcement (by calling 911) and immediately notifying facility security without delay.
- If you are not in immediate danger but feel that you are the subject of unacceptable behavior, you are encouraged to file a formal complaint to the AFS Ethics and Professional Conduct Committee and/or an AFS officer or the AFS Executive Director which will then be forwarded to the Ethics and Professional Conduct Committee for assessment.

Consequences:

- Anyone requested to stop unacceptable behavior is expected to comply immediately.
- Consequences to unacceptable behavior will be determined by the AFS Ethics and Professional Conduct Committee in conjunction with AFS officers and the AFS Executive Director.
- Consequences may include one or more of the following actions:
 - Dismissal from the meeting without refund
 - Reporting to your agency
 - Exclusion from any future AFS (sub unit/chapter/division) meetings for five years
 - Revoke of AFS membership without the opportunity for renewal for five years
 - If the offense is criminal, local law enforcement will be contacted.

Attachment J – Proposed Fish Habitat Award

PROPOSED AFS AWARD FOR OUTSTANDING CONTRIBUTIONS IN FISH HABITAT CONSERVATION

Requested action – The AFS Fish Habitat Section (FHS) seeks a recommendation from the AFS Management Committee to the AFS Governing Board to establish the “Stan Moberly Award for Outstanding Contributions in Fish Habitat Conservation.” The international award would cover freshwater, coastal, and marine habitats. The award would be given for the first time in 2019.

Responsible AFS unit – The FHS would administer the proposed award, including soliciting nominations, organizing a refereed review process, and selecting a winner to be announced at the AFS annual meeting. The National Fish Habitat Partnership (NFHP) would be a key AFS partner.

Background – FHS officers (President Tom Lang, President-elect Kimberly Dibble, Past-President Tom Bigford) have worked with National Fish Habitat Partnership (NFHP) staff (Ryan Roberts) and NOAA Fisheries staff (Kara Meckley) to review the suite of existing awards coordinated by various groups for outstanding achievement related to fish habitat conservation. As the attached table summarizes, the existing efforts by professional societies, agencies, and other groups can be bolstered by the new award to honor those who dedicate their careers to fish habitat science, management, policy, education, communication, or other disciplines.

Steps toward the first honor – The FHS and its partners would like to announce these awards prior to the AFS mid-year Governing Board meeting. Ideally, the Moberly nomination process will be announced with the existing AFS awards, the review panel will be created in early 2019, and the first honor will be presented in Reno in September 2019.

Other important information – FHS will adopt the well-established nomination process developed by NOAA Fisheries for its existing Nancy Foster Habitat Conservation Award. That will minimize the effort of nominators to re-submit non-winning nominations for re-consideration to either NOAA or AFS. The new, international award would be accompanied by a second award administered by the FHS in partnership with NFHP and NOAA Fisheries that will be presented at an FHS event such as its annual business meeting. The second award will honor outstanding contributions to the fish habitat field by a graduate student or a young professional (limited to the span of graduate school through the first 10 years of professional contributions). Together, the two awards fill noteworthy gaps in the habitat disciplines, and were strongly supported by the NFHP Board and NOAA Fisheries. In fact, a motion was offered by NOAA and seconded by AFS at the NFHP Board fall 2018 meeting to support the new awards, affirmed the NFHP-AFS partnership, and was approved unanimously. FHS may prepare a short article for *Fisheries* magazine or Doug’s biweekly e-newsletter to inform members and others of our intent to administer the awards and details on how to submit nominations during the 2019 award cycle.

Prepared by FHS October 30, 2018

Fish Habitat Award Analysis

NOTE: Existing awards are in black; new Fish Habitat Section awards are in blue; discontinued award is in red. The blue bolded award under “Career Accomplishments” is the new American Fisheries Society award proposed to the Management Committee and Governing Board. Also, the total number of biennial NOAA Nancy Foster Awards is 1-3 across all categories; for the CERF Margaret A. Davidson Award it is 1 across all categories. There are not separate awards for each category or geography.

Category/Geography	Freshwater	Estuarine/marine	Lead	No.	Frequency	Venue
Graduate students and Young professionals	AFS FHS – New award	AFS FHS – New award	AFS FHS	1-3	Annual	AFS FHS annual business meeting or similar event
Career accomplishments	NFHP – Jim Range Award	NFHP – Jim Range Award	NFHP Staff	N/A	Replaced by Stan Moberly Award	N/A
		NOAA – Nancy Foster Award	NMFS Habitat	1-3	Even years	RAE biennial summit in 2018 but varies
		CERF – Margaret A. Davidson Award	CERF Awards Committee	1	Odd years	CERF Conference Plenary
	AFS – New Stan Moberly Award (replaces Jim Range Award)	AFS – New Stan Moberly Award (replaces Jim Range Award)	AFS FHS	1	Annual	AFS Annual Meeting plenary

Habitat awards not affected by this recommendation –

Category/Geography	Freshwater	Estuarine/marine	Lead	No.	Frequency	Venue
Project/group/partner	NFHP – Extraordinary Action Award	NFHP – Extraordinary Action Award	NFHP Staff	1	Biennial	NFHP Meeting
	NFHP – Outreach and Education Award	NFHP – Outreach and Education Award	NFHP Staff	1	Biennial	NFHP Meeting
		NOAA – Nancy Foster Award	NMFS Habitat	1-3	Even years	RAE-CSO Summit in 2018 but varies
		CERF – Margaret A. Davidson Award	CERF Awards Committee	1	Odd years	CERF Conference Plenary
Science	NFHP – Scientific Achievement Award	NFHP – Scientific Achievement Award	NFHP Staff	1	Biennial	NFHP meeting
		NOAA – Nancy Foster Award	NMFS Habitat	1-3	Even years	Varies
Outreach/education	NFHP – Outreach/Education Award	NFHP – Outreach and Education Award	NFHP Staff	1	Biennial	NFHP Meeting
		NOAA – Nancy Foster Award	NMFS Habitat	1-3	Even years	Varies
		CERF – Margaret A. Davidson Award	CERF Awards Committee	1	Odd years	CERF Conference Plenary

Factors to consider: cost per award (monetary, travel, registration fees, cost of award, etc.), type of award (art, framed certificate, crystal, etc.), number of winners each cycle, FHS capacity to handle 3 annual award categories and perhaps 3-7 winners, idea of an article in *Fisheries* to announce intent following initial AFS Governing Board statement in August 2018.
July 31, 2018

Text for AFS Procedures Manual

Stan Moberly Award for Outstanding Contributions in Fish Habitat Conservation

Background: The Stan Moberly Award for Outstanding Contributions in Fish Habitat Conservation was established in 2019. This annual award is presented to as many as three individuals, groups, or projects with an outstanding, long-term record of success in research, management, policy, communications, education, or other habitat fields. Nominees are invited from freshwater, coastal, and marine backgrounds. The award includes a framed certificate and original art appropriate for the winner's accomplishments.

Committee Composition: The award is administered by the Fish Habitat Section in collaboration with the National Fish Habitat Program's Board of Directors. Other AFS sections may be asked to join a selection panel to review nominations.

Duties: Selection of the award recipient(s); details determined by the Fish Habitat Section.

Criteria: Nominees must have been actively engaged in conservation-related fish habitat activities for at least 20 years of professional experience. Anyone can submit a nomination. The nomination should include a nomination letter, a current CV for individuals or a group, a description for any projects, and up to three supporting letters. The nomination letter should include the title and contact information (address, email, and phone) for both the nominator and nominee. Examples are provided on the Fish Habitat Section website. Letters documenting the nominee's or project's contributions (awards, descriptions of exemplary service, innovations) are used to evaluate nominees.

Attachment K – Professional Certification Revisions

Proposed Education Requirements

Subject Area	Graduated Before July 1, 2002	Graduated After July 1, 2002
A. Fisheries and Aquatic Sciences. 12 semester or 18 quarter hours	Four (4) courses; two of which must be directly related to fisheries science.	Four (4) courses; two-three of which must be directly related to fisheries science. and a At least one <u>course</u> must cover principles of fisheries science and management and one that course must cover fisheries and/or aquatic sampling techniques or its equivalent.
B. Other Biological Sciences. When added to the above courses must total 30 semester or 45 quarter hours.		
C. Physical Sciences. Must total 15 semester or 22 quarter hours.		
D. Mathematics and Statistics. 6 semester or 9 quarter hours.	Must include college algebra or calculus and one course in statistics.	Must include one calculus and one statistics, or two statistics courses.
E. Communications	Must total 6 semester hours.	Must total 9 semester or 13 quarter hours. Three semester or five quarter hours may be taken in communication intensive courses if officially designated as such by the college or university. <u>Must total 9 semester or 13 quarter hours in communication courses that require oral and written communication skills. A minimum of 3 semester hours or 4 quarter hours must be completed in oral communications and a minimum of 3 semester hours or 4 quarter</u>

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		<p><u>hours must be completed in written communications. The remaining semester or quarter hours can be in either oral or written communications. A minimum of 3 semester hours or 4 quarter hours must be completed in both oral and written communications.</u></p> <p><u>Communication intensive courses, if officially designated as such by the college or university, can be applied in this category. However, if such courses are used in this category, they cannot be counted in another category (e.g., Category A).</u></p>
F. Human Dimensions.	None	6 semester or 9 quarter hours
<u>G. Work Experience. (e.g., seasonal job, internship, formal volunteer position)</u>	<u>None</u>	<p><u>Work experience may be used to discount in lieu required of formal course credits in each of the subject areas using the same equivalents as that typically used for university labs and field trips/practicum to satisfy credit requirements.</u></p> <p><u>A maximum of up to 6 semester or 9 quarter hours of work experience may be counted for professional certification, with no more than 3 semester or 4.5 quarter hours counted towards each subject area. Experience gained through a research assistantship as part of a graduate degree will not be considered for a discount.</u></p> <p><u>See the FAQ for examples and additional details.:</u></p> <p><u>16 weeks x 3 hours/week = 48 hours for 1 credit up to a 3-credit discount. Credit discount may be calculated on the basis of total hours worked. For example, a seasonal 12-week job x 40 hours/week = 480 hours, earning a 3-semester credit discount or a 4.5 quarter credit discount.</u></p>

		<p>Work as a volunteer for 10 weeks at 10 hours/week = 100 hours or a discount of 1 semester or 1 quarter credit.</p> <p>University work performed as part of a degree program may not be used for a discount; other such work may be counted. In addition, experience gained through a research assistantship as part of a graduate degree will not be considered for a discount. One work experience may be applied to only the most applicable subject area (e.g., fisheries work experience may be applied only to subject area A). Separate work experiences may be used for separate discounts or summed to achieve one discount. Separate statements from the applicant and immediate supervisor that describe the nature and amount of work performed by the applicant must accompany the application to support work experience.</p>
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▲ For the FAQs:

Section E. Examples of oral and written communication skills to be achieved by this subject area ~~can~~ include the following: Oral skills include the development, preparation, and presentation of data pertaining to fisheries science, management, or other related natural resource disciplines. Written skills include developing, writing, editing, reviewing, and publishing fisheries and natural resource-oriented materials.

Section G. The following examples are presented to provide guidance to students on how to calculate the translation of work experience hours to semester or quarter hours.

Type of Experience	Credit Rate (Semester credits/hour)	Maximum Number of Semester Credits Allowed
Work	0.02	3
Volunteer	0.01	3

▲ For universities based on a semester system, a typical 3-credit course is 16 weeks in duration. As a result, 16 weeks at 3 hours/week = 1 credit, 16 weeks at 6 hours/week = 2 credits, etc. A maximum of up to 6 semester or 9 quarter hours of work experience may be counted for professional certification, with no more than 3 semester or 4.5 quarter hours counted towards each subject area. The full ~~available~~ 3 credit hours would be available for any experience that included work hours of 150 hours or more.

Additional guidance on the application of work experience to meet subject area requirements include the following: University work completed as part of a degree program may not be used for a work experience credits; other such work may be counted. In addition, experience gained through a research assistantship as part of a graduate degree will not be considered for credit. One work experience may be applied to only the most applicable subject area (e.g., fisheries work experience may be applied only to subject area A).

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Separate work experiences may be used for separate credits or summed to fulfill credits in one subject area. Separate statements from the applicant and immediate supervisor that describe the nature and amount of work performed by the applicant must accompany the application to support work experience.

Attachment L – High School Membership

Motion for Consideration by the AFS Management Committee

Submitted by AFS Membership Committee

Motion: Create a new AFS membership category with an annual membership fee of \$10 for high school students ~~that is open to anyone enrolled in school that proceeds higher education.~~

Background:

1. The Membership Committee unanimously support this motion.
2. AFS currently has only a few members who are high-school (HS) students. These students enroll in AFS under the existing student-member category (\$25 per year). HS students represent a potential growth area for AFS membership.
3. Enrolling HS students will get them into the AFS pipeline earlier than most current students.
 - a. This will create opportunities for special outreach to this group.
 - b. Such outreach will increase students' exposure to potential college programs and potential careers in fisheries and other aquatic sciences, and open the door to lifelong membership and participation in AFS.
4. A special membership category for HS students will:
 - a. Communicate the message that AFS is interested in helping them as they navigate choices in careers and related schooling.
 - b. Allow tracking of the retention and the activities of these student members as they progress through their student career and beyond.
5. A \$10 membership rate will make AFS membership more broadly available and attractive to HS students, who have many competing interests.
 - a. A precedent for a \$10 membership rate already exists for international AFS members from low-income countries.
 - b. The financial impact to AFS of offering this rate to HS students for a few years is negligible, and is more than offset by the likely later increase in AFS enrollment as these students progress through regular student membership, early-career professionals' membership, and regular AFS membership.
6. Increased outreach to HS students will be an integral part of AFS 1st Vice President Brian Murphy's *Plan of Work* as AFS President (2020-2021).

Attachment M – President-Elect Scott Bonar Draft Plan of Work

**President's Plan of Work
Scott A. Bonar
August 2019 – August 2020
To be presented to the AFS Governing Board**

I have identified four high-priority areas of focus for my term as President of AFS:

1. Increase AFS development of standards for the fisheries profession.
2. Preside over the AFS 150th anniversary and associated celebration.
3. Increase AFS engagement and interactions with other professional societies on large-scale issues such as climate change.
4. Continue work of past presidents to encourage outreach and communication of fisheries science by fisheries professionals to the general public and policy makers.

These four focus areas are included in the new draft Strategic Plan. I discuss each focus area in more detail below.

1. Increase AFS development of standards for the fisheries profession.

Standardization in industry, medicine and science has led to great advances. Both AFS and other scientific societies, such as the American Public Health Association, the American Water Works Association, the Water Environment Federation, the American Nursing Association, the International Society for Pharmaceutical Engineering, the American Psychiatric Association and the Institute of Electrical and Electronics Engineers, have developed standards for processes and methods within their professions. AFS is a natural place for fisheries standards development because it can serve as a leader uniting expertise across federal, state, provincial agencies, non-governmental organizations and academia. Standards are increasingly important for communicating, studying large-scales processes across political boundaries, providing basic rules of practice for an increasing population of professionals, and for increasing scientific credibility. Therefore, I will encourage the development of processes at AFS that will lead to further development of various types of professional standards.

Specific Actions Proposed –

- Identify methods other societies use to develop and encourage appropriate member participation in standards development.

- Use this information to outline a plan for members or units to initiate development of specific standards on various topics. Plan will outline procedures to prioritize what is to be standardized, how often standards are to be updated, and how to select appropriate experts or units for authoring the standards.
- Encourage appropriate units and members to participate in standards development.
- Move forward with the development of specific standards such as those for fisheries sampling methods.

2. Preside over the 150th anniversary and associated celebration of AFS.

The 150th anniversary is an important milestone in the history of the society, and an excellent opportunity to showcase the important accomplishments of the organization. Planning and priorities will focus on the following steps:

Specific Actions Proposed –

- Select a 150th meeting chair and coordinate with the chair, 150th committee and local arrangements committee to oversee activities.
- Define a Celebration/Meeting theme.
- Select appropriate plenary speakers for the annual meeting.
- Define overall celebration and annual meeting objectives with oversight by AFS officers, staff and governing board. Work with 150th committee; AFS staff; officers, governing board; arrangements committee; and society units to meet the proposed objectives. Objectives could include, but are not limited to: Identify and prioritize the greatest challenges currently facing the fisheries profession; Provide information about *past* fisheries successes and failures to identify what we can learn from them to help meet these challenges; Compile and share *current* ideas on how to best meet these challenges; Use past and current information to inform *future* actions of a) fisheries professionals, b) policy makers, and c) the general public.

3. Increase AFS engagement and interactions with other societies on large-scale issues such as climate change.

Large scale issues such as climate change are now among the greatest threats to the world's fisheries resources and aquatic systems. Unfortunately, policy makers and the general public do not typically prioritize these issues as high as scientists, who suggest several of these issues are a huge threat, not only to the world's fisheries, but to most aquatic and terrestrial, including human, ecosystems. Recent Gallup polls suggest only 1-3% of the U.S. Population believes that environmental issues are the most important issues we face. While smaller issues can be addressed at the chapter, division or even the society level, large-scale problems, by their very definition, are difficult for one society or organization to impact. Therefore, I will plan to further encourage AFS to work with

other organizations to impact public opinion on large-scale issues and improve our ability to educate policy makers to trust and act upon established science.

Specific Actions Proposed –

- Involve AFS Policy Staff, Communications Staff, the Science Communication sections and other interested groups to further:
 - identify how items for joint action can be prioritized;
 - identify how best to work with other groups to communicate with public and policy makers so they understand the consequences of inaction on select large-scale environmental issues;
 - find groups with which to work; and
 - participate in joint actions.
- Provide written report on the above to inform future AFS staff, officers and board members.
- Because climate change is one of the greatest anthropogenic threats our fisheries and human populations face, I will focus on this issue as the major large-scale issue for my term. This will include querying the governing board and the membership to identify what specific additional policy and communication steps AFS can take individually and with other organizations to reduce emissions causing climate change, then moving forward to participate in these steps.
- Include symposiums, workshops and policy forums on large scale issues such as climate change s at the 150th annual meeting in Columbus.
- Work with other organizations (e.g., AFWA) to understand what limits AFS meeting attendance and membership from various agencies and encourage attendance and membership by fisheries professionals.

4. Communicate fisheries science to professional and nontechnical audiences

This area of focus will continue to build upon the work in progress during President Joe Margraf, Steve McMullin and Jesse Trushenski’s terms. During my presidential term, we will further implement strategies to increase communication of large-scale issues affecting fisheries and the fisheries profession. This includes educating the general public, policy makers and teachers.

Specific Actions Proposed –

- The President, Executive Director, AFS Communication Program, the Scientific Communication Section and other interested sections, chapters and divisions will continue to collaborate with other scientific societies to
 - communicate the value of science to nontechnical audiences;

- present science and probable effects of large-scale environmental issues important to fisheries such as climate change, overfishing and large-scale habitat loss.
- The President, Executive Director and continuing education program director will continue the work of Past-President Jesse Trushenski to make available communication continuing education training to fisheries professionals,
- The AFS Policy Program will continue to actively distribute science information needed to inform policy and management.
- Encourage the Education and other sections to involve secondary and primary teachers and laypeople in disseminating fisheries science information. This can include lesson plans, public information sessions, and other activities.