



2020 AFS Mid-Year Governing Board Meeting

Sunday, February 23 – Monday, February 24, 2020

The Ballroom of the Capital Hotel, 111 W Markham St, Little Rock, AR 72201

Governing Board Meeting Minutes DRAFT

Attendees present in Little Rock:

Scott Bonar, AFS President
Brian Murphy, AFS President-Elect
Leanne Roulson, AFS First Vice President
April Croxton, AFS Second Vice President
Jesse Trusenski, AFS Past President
Macey Rowan-Student subsection, proxy
Steve Lochmann, Fish Culture Section, proxy
Jud Kratzer, Northeastern Division President
Tom Kwak, Southern Division President
Joe Conroy, North Central Division President-Elect
Todd Pearsons, Western Division President-Elect
Dan Dauwalter, Western Division President
Randy Schultz, Constitutional Consultant
Dana Postlewait, Bioengineering Section President
Nathan Lederman, Invasive and Introduced Fish Section, Proxy
Jim Fredericks, Fisheries Administration Section President
Paul Venturelli, Fisheries Information and Technology Section President
Paul Simonin, International Fisheries Section Treasurer
Nathan Wentz, Water Quality Section, proxy
Beth Beard, AFS Communications Manager
Doug Austen, AFS Executive Director
Dan Cassidy, AFS Deputy Executive Director
Drue Winters, AFS Policy Director
Lauren Maza, AFS Student and Professional Development
Shawn Johnston, AFS Meetings Manager

Attendees online:

Mick Walsh, Fish Culture Section President
Jessica Miller, Marine Fisheries Society, proxy
Nick Kramer, Emerging Leader
Shivonne Nesbit, Equal Opportunities Section, President
Trent Sutton, Education Section President

Ed Hale, Northeastern Division President-Elect
Caleb Hasler, Canadian Aquatic Resources Section President
Ben LaFrentz, Fish Health Section President
Kim Dibble, Fish Habitat Section President
Heather Stewart, Student/Early Career Professional Subsection President
Katie O'Reilly, Science Communications Section, Proxy
Katrina Dunn, AFS Development Director
Jeff Kopaska, North Central Division President
John Mohan, Estuaries Section, proxy
Lynn Waterhouse, Estuaries Section, proxy

Guests online:

Mark Chandler, Cooperative Research Section representative
Justin VanDeHey, Membership Committee Chair
Kerry Walia, Membership Committee Co-Chair

Designated Proxies:

- Nathan Lederman for Kevin Irons (President) – **Invasive and Introduced Species Section**
- Katherine O'reilly (Katherine.E.O'reilly.23@nd.edu) for Julie Claussen (President) – **Science Communications Section**
- Macey Rowan (rowan.macey@gmail.com) for Heather Stewart – **Student Subsection of the Education Section**
- Nathan (Tate) Wentz (nathan.wentz@agfc.ar.gov) for Henrietta Jager – **Water Quality Section**
- Steve Lochmann for Michelle (Mick) Walsh – **Fish Culture Section** (Mick will also be calling in for some of the time)
- John Mohan (jmohan@tamu.edu) and Lynn Waterhouse (waterhlz@gmail.com) to serve as rotating proxies for Catherine Johnston - **Estuaries Section**

Meeting Minutes:

1. **Quorum Established** by AFS Constitutional Consultant Randy Schultz
2. AFS President Scott Bonar called the meeting to order at 2:08 pm Central Time.
3. Agenda accepted. No changes to the agenda were proposed; agenda was approved.
4. Review of minutes from Winter GB call meeting, December 16, 2019. No Changes/edits to the minutes. The winter call minutes were approved
5. Review and update on Management Committee Activities and January 21, 2020 meeting. No additions/edits to the meeting notes and the minutes were approved.
6. AFS Strategic Plan Implementation Exercise (**Attachment A**)
 - a. Setting the stage for implementing the 2020-2025 AFS Strategic Plan, the AFS Presidents Plan of Work (PPOW), Executive Directors POW. Doug Austen presented the introduction to the AFS strategic plan and President's Plan of Work
GB Comments:
 - i. Joe Conroy-concerned with constant flux of officers at unit levels.

- ii. Dana Postlewait-trying to work on scheduling for their section. Finds this an encouraging topic.
 - b. President-Elect POW – Brian Murphy’s proposed POW (**Attachment B**). Brian Murphy presented his draft President’s Plan of Work (PPOW or POW) for his 2020-2021 Presidency. His plan includes the following **4 Areas of Focus**:
 - i. To increase public visibility and trust in the work of our profession and of our Society. (Outreach and Public Trust)
 - ii. To help AFS members further their careers by: a) developing or enhancing critical professional skills; and b) enhancing the benefits of professional certification. (Professional Development)
 - iii. To continue and expand efforts to increase diversity within our profession and our Society. (Diversity)
 - iv. To move forward from research to planning and action related to rebranding needs for AFS as we celebrate our 150th anniversary. (Rebranding)
7. Exercise of GB in translating POW to Division, Chapter, Section POW for 2020-2021
GB members participated in a group session to draft lists of current actions related to the strategic plan. (refer to Attachments A and B).
- a. Each unit to talk about their current strategic plan efforts. Capture current status of unit planning on flip charts. One person to present their current approach
 - b. Is your current planning sufficient to match up with SP?
 - c. What would a process look like, to make linkage happen? What can units do to put a plan in place? (creating a “pipeline”)
8. General commentary related to the group exercise:
- a. Joe Conroy: How does changing PPOW and Strategic Plans affect staff projects? With more/new projects, staff can’t work through existing projects.
 - b. Jesse Trushenski: The PPOW works somewhat as an implementation plan for the strategic plan. Can we think about how to communicate this to the units and really implement this?

Note: Meeting adjourned at 5:39 p.m. CT on Sunday, February 23, 2020
Reconvened at 8:01 a.m. CT o Monday, February 24, 2020

9. Focus on Climate Change - Report of the three special committees
- a. Introduction by Scott update of climate change activities thus far in his Presidency.
 - b. Science review (Craig Paukert) Craig Paukert: Tasked with documenting the state of the science. 14 person team. summarizing. What are the issues related to fish? What are potential solutions? Drafted list of case studies on a few topic areas: i.e. Coastal areas/estuaries, coral reefs, adaptations/information gaps. They have lost their coral reef person; Craig is looking for 1-2 people to write the coral reef section; contact him with a potential volunteer.

- c. Communications (Erin Spencer/Beth Beard): Scott Bonar: Erin Spencer is convening a committee on science outreach. how to get the message out there on climate change. website:
<https://fisheries.org/policy-media/climate-change/>
- d. Policy (Drue Winters and others): a small group has convened for climate change policy, but additional volunteers are needed.
 - i. Drue was recently at a meeting where parties were not in agreement regarding how much is being done by societies/NGOs related to climate change. They were looking for talking points but the background work and thoughtful engagement is needed.
 - ii. Drue has worked with Robert Bonnie on messaging to rural communities:
<https://nicholasinstitute.duke.edu/people/robert-bonnie>
- e. Governing Board Comments:
 - i. Tom Kwak: Trying to understand how presenting facts about climate change may backfire.
 - ii. Drue: scientists need to communicate to “regular people” in ways that they can understand. Be prepared to go into presentations with science communications training.
 - iii. Brian Murphy: people relate to stories, not just facts.
 - iv. Leanne Roulson: Look at presentations from perspective of audience and how to connect with them. When you talk to local resources, you are “putting money in the bank” and building trust/credibility as a resource.
 - v. Steve Lochmann: Scott is talking about global issues and Drue is saying focus on local. Is there a procedure on how to zero in on local issues, to tell a story that locals will understand?
 - vi. Katie O’Reilly/Lynn Waterhouse: More science communications training from the section.
 - vii. Craig Paukert: “agrees with telling story” idea. Example of black sea bass in New England.
 - viii. Leanne Roulson: Find a way to share your information such as annual water fall and water conservation. Open minded and positive when sharing and discussing topics.
 - ix. Jim Fredericks: How can we move from carbon emissions issues back to fish issues.
 - x. Dan Cassidy: Consider partnering with other Societies with more name recognition in the climate change sphere.
- f. Climate Change Working Session – Refer to the Climate Change and AFS Exercise Worksheet (**Attachment C and D**).
 - i. Assessment of how to best use AFS assets to address Climate Change – SWOT exercise
 - ii. Break into pre-defined teams (3 onsite; 2 online)
 - iii. Do full SWOT by each group
 - iv. Combine into one overall SWOT
 - v. Activity listing and review of products from Reno Unit Leaders meeting

Completion of business meeting activities:

10. Report of the Constitutional Consultant - Motions for consideration:

- A. Approval of Cooperative Science Section (**Attachment E and F**). **CRS:** Secretary Designee Mark Chandler (mark.chandler@noaa.gov) President-Elect Designee Jocelyn Runnebaum (jocelynrunebaum@gmail.com) join by GTM/phone but likely not Lee Benaka

- a. Mark Chandler summarized the proposed scope/focus of the CRS. Petition for the section has been approved; Randy Schultz to review by-laws for consistency. Randy to follow up with Mark, Jocelyn, Lee with additional questions. Then comes back to GB for final review.
 - b. Discussion:
 - i. Jesse Trushenski: Since this section is to involve non-members/affiliates, how is this to remain an AFS Section (which are open to members)
Mark C: Not for affiliate members at this point. Work with partners on this section would and industry leaders would potentially lead to additional members.
 - ii. Jim Fredericks: Where has the need come from? Has this been driven by state agencies?
Mark C: Mostly from marine focus
 - iii. Do you alleviate the responsibility of all other sections (for citizen science) or are they going to develop protocols?
 - iv. Tom Kwak: Does this name make it confusing as compared to co-op research groups w/USGS. Is there a core group that will own this (or any section that is formed)?
Mark C: Yes, core group includes Lee Benaka, Joselyn Runnebaum
 - v. Doug: Has CRS engaged with other sections for collaboration?
Mark C: No, not yet, but we can.
 - vi. Paul Venturelli: Consider name change to Citizen Science Section.
Doug: Citizen Science is just one portion of what this section is trying to do.
- B. Strategic Partners Program (SPP) (**Attachments G and H**). **SPP:** Membership Committee co-chairs Justin VanDeHay and Kerry Flaherty-Walia, Eva Przygodzki, Katrina Dunn will join by GTM/phone.
- a. Cleaned up membership categories; this was formerly the associate/official/sustaining memberships categories.
 - b. Motion: Justin VanDeHey. 2nd Paul Venturelli.
Establish a Strategic Partners Program. Redefine and enhance the existing institutional member categories and benefits with the proposed category names and fees. Establish a Partners Advisory Council to spark collaboration and solutions in our field
 - c. Discussion: Constitutional Consultant Randy Schultz stated that this involves the constitution, but it is not substantive enough to go before the membership
 - i. Joe Conroy: What will the Partners Advisory Council do?
Dan Cassidy: It is to be determined how/where the Council will meet.
Doug: One example is talking to trade show vendors onsite.
 - d. Motion carried
- C. Mexico chapter dissolution (and discussion of possible Latin America Chapter) (**Attachment I**)
- a. Doug: Mexico chapter has had difficulty maintaining interest in recent years. Need to start over with a new idea.

- b. Dan Dauwalter: Very little participation in ExComm calls. In 2017, WD representative Cleve Stewart visited in person to try working with them. Only one officer is an AFS members; they are currently out of compliance with bylaws. No election to replace officers who rolled off in fall 2019.
- c. There is interest in starting a new Latin American Chapter.
- d. WD has voted to dissolve the Mexico Chapter.
- e. Motion: 2nd Leanne Roulson
The AFS Management Committee recommends the AFS Governing Board vote to dissolve the Mexico Chapter of the American Fisheries Society
- f. Discussion:
 - i. Joe Conroy: Has dissolving of other chapters happened before and how does this work?
Randy: He doesn't think this has happened previously with a chapter. We want this to be positive and find them a home as a new chapter (division). Dissolution requires $\frac{2}{3}$ vote from GB.
 - ii. Tom Kwak: PR Chapter is interested in partnering to form a Latin American Chapter. Discussion to follow during a meeting on March 26. This would probably mean dissolving PR chapter; they are small but very active.
 - iii. Paul Simonin: International Fisheries Section is open to helping and potentially adding another international chapter (i.e. the Egypt Chapter)
- g. Brian Murphy: Moved to table to motion. 2nd by Jeff Kopaska
 - i. Additional Discussion: Todd Pearsons: The original motion was just to dissolve the chapter
 - ii. Vote: Motion does not carry.
- h. Revert to original motion to dissolve Mexico chapter: Motion carries. Two opposed.
- i. Jesse: Point of order: Doug to notify the Mexico Chapter ExComm

D. Kansas Chapter By-laws Revision (**Attachment J**)

- a. Motion: To approve proposed amendments to the Kansas Chapter bylaws
- b. Moved by Schultz. 2nd by Brian Murphy
- c. Motion carries.

11. Report by President Bonar

- a. 150th Anniversary: Thank you Steve Lochmann and to staff planning. Preview of Columbus meeting; Jim Reynolds working with chapter on historical exhibits during Columbus meeting. Thank you to Joe Conroy, Curt Wagner, Janice Kerns, and planning team.
- b. Standards: Jesse has been working on standards; report to come.
- c. Communications: Recent past presidents have worked on these efforts
- d. Climate Change: looking for 2 volunteers to assist with contacting societies.

12. Draft Plan-of-work by President-elect Murphy (**Attachment B**). This discussion will be deferred until later in agenda.

13. Report by Executive Director Austen

- a. 2 multi-state grants in the works. One for standards book; second for grey literature database. Demo last week; roll out should be in a couple of months.
- b. World Council of Fisheries: The next World Council of Fisheries meeting will take place in Adelaide, Australia in October 2020. A bid for the 2024 meeting is currently in the works.
- c. Hutton program: 2020 Hutton students will be offered the opportunity to participate in a 2-day student gathering this summer.
- d. Additional comments:
 - i. Joe Conroy: He is supportive of the work on the Grey Literature database; it will help state employees with their work.
 - ii. Tom Kwak: (related to Hutton) Doris Duke Scholars recently held a gathering of all current and past scholars, which was well received.

14. Report of the Books Special Committee (**Attachment K**)

- a. Aaron Lerner presented the report on the Books Special Committee (**Attachment K**).
- b. Scott Bonar: What are plus/minus to marketing AFS books on Amazon?
Aaron: AFS does not sell directly through Amazon (but there are third party resellers). Sub-committee recommends not selling with them.
Tom Kwak: Commends AFS for publishing books, with the focus of getting the information out there.
- c. General Background:
The Special Committee on Books has reported on their recommendations (see associated report). There are several recommendations that can be accomplished nearly immediately and will result in a much improved books program. Other recommendations will require additional research that can be accomplished by staff before a final proposal can be presented (e.g. Open Access). A final group of recommendations will need additional background work and consideration by the Books Special Committee, the Publications Oversight Committee and AFS staff before they can be proposed to AFS leadership for final resolution (e.g. surveys of authors to better understand relative benefits of AFS publishing in comparison to commercial publishers).
The Publications Endowment Fund (PEF) was established in March 1987 by including a surcharge on each book sold. While this surcharge has been discontinued, the PEF has continued to grow as a result of the investment appreciation. Currently the fund is valued at nearly \$1 million. Despite the substantial asset that the PEF provides it has rarely been utilized. In addition, the requirement that book or related projects (e.g. FAMS software) repay any loaned amount from the PEF has ensured that the fund would continue to grow.
- d. **Motion:**
The Governing Board approves the use of funds from the Publications Endowment Fund

(PEF), without repayment, to accomplish the following tasks as recommended in the Books Special Committee Report:

- i. Promulgate a contract with the vendor as proposed by the Director of Publications and approved by the Executive Director to establish Digital Object Identifiers (DOIs) for all AFS books as appropriate. If costs exceed \$25,000 additional approval will be sought from the Management Committee. All future AFS published books will have DOI establishment incorporated into the book proposal.

Background: AFS has several estimates (~ \$8,000) to create DOIs for all existing books and associated chapters. As new books are published, DOIs will also be assigned, but that per-book cost is minimal. There will be substantial additional costs for a contractor to initially create a website containing the book and chapter titles, abstracts, author names, and other required metadata. After that website containing the metadata is created and DOIs assigned for existing books, there should be minimal additional costs for the website or for other maintenance.

- ii. Provide funds from the PEF to create e-book format for up to 10 recently published AFS books where it is projected that marketing and resultant additional sales will result in a positive return on the investment.

Background: Because of the inexpensive cost to create an e-book (less than .75 a page), AFS should try selling a number of titles (10 sounds like a reasonable number to start) as e-books, and see if the e-versions sell. For a 350-page book that costs us \$262 to produce an e-version, we would only have to sell 4-5 e-version copies to break even. In the beginning AFS would concentrate on titles used by students (e.g., Fisheries Techniques).

No objections. Motion carries.

e. **Motion:**

Each AFS Section will engage in an assessment of book subject needs and opportunities including the identification of possible authors. Sections will provide a report on their findings to the AFS Publications Director no later than August 1, 2020, and a full report will be presented to the Governing Board at the Columbus AFS meeting.

Discussion:

- i. Joe Conroy: How do you compel the Sections to do this? What is the method for collection?
Doug: A formal ask will be sent out to the sections, likely via a google form.
- ii. Tom Kwak: Since most sections meet onsite at Annual Meeting, Tom thinks the number of responses will likely double after Columbus.

No objections. Motion carries.

15. Discussion of potential rebrand/rename

Brian Murphy opened the floor to any comments on his presidential plan, particularly about a potential rebrand.

- a. Jim Fredericks: Don't underestimate the sensitivity of the issue, in this time of "American First" etc. He added that there is a need to determine if there really is a need for a name change.
- b. Joe Conroy: maybe the bigger issue is identifying who we are and what we want to do going forward. Focus on representing the professionals who are doing the job.
- c. Tom Kwak: He is supportive of a name change but can't decide what that name should be or how to proceed with the process.
- d. Paul Simonin: (As the IFS representative) he doesn't think that the name has been a deterrent for internationals joining. Paul noted that don't really deal with Canada/Canadian members.
- e. Jesse Trushenski: Jesse asked GB members to remember that a rebrand isn't just a name change.
- f. Scott Bonar: Canadians have said that the name is an issue for them and they are considering forming their own society.
- g. Heather Stewart: Heather noted that it was difficult to start an AFS student subsection in Canada due to the name of the Society.
- h. Tom Kwak: SD ExComm members recently had a discussion about diversity-they want to find the baseline first. Can we survey? Is that worth doing?
- i. Leanne Roulson: Through the high school memberships, can AFS expand activities with applicants not chosen (to work towards improving diversity)?
- j. Jud Kratzer: (Jud's agency has) received 100s of applicants for the past few open postings.

16. AFS Financial update, Investment Committee Report, and Status of 2020 Budget (Attachment L)

Dan Cassidy presented the financial and investment committee report. See presentation.

17. Standards Special Committee Report

Jesse Trushenski presented an update from the Standards Special Committee. All committee members have experience using standard methods. To come up with processes. Looked at processes used by other Societies. Proposed standards are screened by an initial committee: is this topic relevant for standardization? Then proposal is reviewed.

The committee identified the following challenges:

- a. They are unsure how to motivate volunteers/members
- b. Do we need an application fee?
- c. How do we prioritize topics?
- d. Streamlined approach for updates for existing standards?
- e. Outstanding questions:
 - i. (Potential) legal implementations
 - ii. Implications for research not using standard methods.
 - iii. Can we reuse/rebrand a policy standardization that already exists?

- iv. How broad should this program become? Jesse thinks more approvals/broader program would lead to greater credibility.
- f. Additional comments/GB questions:
 - i. Joe Conroy: He is generally in favor of formalizing a procedure for standardization reviews.
 - ii. Heather Stewart: Can there be short how-to videos for some of the standards?
 - iii. Todd Pearsons: Where will the approved standards be housed?
Jesse: Committee hasn't discussed this, but it should be easily accessible.

18. The AFS Affiliate Member Challenge – what to do and how?

- a. Jeff Kopaska presented the Affiliate Member Presentation. (Attachment M1)
Data on members of each chapter and estimate of additional members in each chapter's area. estimates of over 6000 potential members.
Do chapters with a greater diversity of employers have higher AFS membership?
Tom Kwak: Did you allow for members that are in multiple chapters? Jeff: Not in this study.
- b. Motion: Jeff Kopaska. 2nd by Brian Murphy (Attachment M2)
An AFS special committee comprised of division and chapter representatives will be charged by the AFS President to report back to the Management Committee and Governing Board, as appropriate, before or at the 2020 annual meeting in Columbus on, but not restricted to, the following actions:
 - i. AFS membership should be encouraged for all chapter affiliate members and the Special Committee will work with AFS staff and the AFS Membership Committee to develop membership marketing materials that will be given to all affiliate members at chapter meetings or through whatever means each chapter determines to be most appropriate.
 - ii. All chapters will create an annual meeting registration rate differential that encourages AFS membership.
 - iii. AFS will actively encourage chapter membership to those members who do not select a chapter membership as an option upon new membership or renewal. The AFS registration web site will be modified to suggest that each registrant who hasn't defined a chapter for membership select a chapter membership option with their state of residence being the default.
 - iv. Chapters will submit to AFS by August 1 of every year their list of chapter affiliate members. If not submitted their dues rebate will be withheld. It is recognized that 13% of AFS dues are rebated to the divisions (10%) and chapters (3%) based on the number of General Members (excluding Student Members, Life Members, Senior Members, and Honorary Members). Clearly, AFS membership financially benefits chapters and divisions.
 - v. AFS will research and provide a report to the Management Committee on development of software tools that will provide meeting management capacity (e.g. registration, etc.) to "host" meeting registration for chapters, and/or membership

registration for chapters that would allow the "affiliate-only" option. AFS should similarly research and report on the development of Chapter financial management software to better support complete and professional financial management in a consistent and transferable manner.

c. Discussion:

- i. Joe Conroy recommends #5 on behalf of Ohio Chapter.
- ii. Nathan Lederman: What about sections with affiliate members?
Doug/Jesse: this has been slowly eliminated and is becoming less of an issue for sections
- iii. Steve Lochmann: Question about “encouraging” differential for member/non member registration. Is this a membership for a year instead or just price differential?
- iv. Doug: This committee will present report and full recommendations for Columbus or before. Scott: the five items above are examples

d. Motion carries.

Next step: Divisions are asked to think about individuals to add to this committee.

19. Additional old business

- a. Climate statement. GB is generally in support of citing AGU for climate change.
Todd Pearsons: clarify who the “we” is. Can it be changed to “the Society” or similar?

20. New Business

- a. Steve Lochmann: Did GB receive a copy of the rebranding/research report? If we are not going to change our name, will we move forward with any other items?
Doug: May be rebrand for logo, tagline, etc.
Brian Murphy: A decision is TBD, regarding whether a name change will be included in the PPOW.

21. Adjourned at 4:33 pm.

Attachment A – Strategic Planning Session Guidance

The Challenge of Making the Strategic Plan Come to Life

1. Introduction to Session

Problem: The AFS Strategic Plan establishes an expansive vision for AFS and presents a series of challenges and opportunities for the AFS to be relevant, evolve with society, and produce programs that will positively impact the profession and our aquatic resources. What it doesn't do is provide a mechanism for ensuring that anything is actually done with it.

Quick overview of AFS Strategic Plan – Key points are simply reviewed to get this fresh in people's minds (Austen to provide brief review – 3-5 minutes at most). AFS Strategic Plan is on the Google Drive and on AFS web site for people to refresh in their minds.

Guiding principles:

1. Implementation of the SP should be an activity of every facet of AFS.
2. Different parts of AFS will have different intersections with the SP – implementation is not evenly distributed and groups will have different areas of focus and levels of engagement. But everyone has some engagement.
3. There needs to be a structured but reasonable process for the SP to be stitched into the planning and programs of every unit.
4. We need to better evaluate priorities, costs, accountability, and evaluation.
5. It should result in a process that facilitates decision-making for resource allocation, AFS unit charges, and work with partners.
6. The SP implementation should be at least an annual exercise that includes not only establishing priorities and targets for the upcoming year but includes an assessment of accomplishments and ongoing challenges from the previous year. This should include use of the Governing Board Reporting Tool (GBRT)
7. Recognize that we will not fully solve the problem in Little Rock but need to establish a plan of attack with appropriate designation of responsibility, timelines and accountability for fulling resolving the issue.

Givens:

1. AFS has multiple planning processes where the GB is engaged – the Presidents POW (PPOW) the President-elects proposed POW and the Executive Directors POW (EDPOW). These are submitted to and approved by the MC and GB.
2. The President-elect establishes committee charges within the general responsibility areas of the committees. The PE can also establish ad-hoc or special committees to address specific tasks. These are temporary working groups that have a specific task and sunset when completed.
3. The Governing Board Reporting Tool (GBRT) was designed to help track accomplishments of the SP but the use of GBRT by AFS units has been far less than desired if this tool is to be fully utilized.
4. Any SP implementation process needs to be done in a way that is cognizant and sensitive to the distributed, volunteer nature of AFS.
5. We have multiple opportunities throughout the year to engage in planning, implementation and reporting – monthly MC calls, twice a year in-person GB meetings, two GB calls.

Current Planning Processes

- Strategic Plan – Every 5 years

- Presidents POW – Annual. Presented at mid-year GB for discussion and adopted at annual meeting
- Executive Directors POW – Annual. Presented at annual meeting for discussion and adoption.
- Committee charges established annually by President-Elect in conjunction with committee chairs and relevant AFS staff
- GBRT completed annually along with committee and liaison reports

AFS has done very well on execution of some POW items. Examples where we've done good:

1. Journal review exercise (Reno retreat and report)
2. Communications plan (PCG and Communications Committee)
3. Most recent dues analysis and increase (staff analysis and reporting)
4. Approval of creating a Development Program (Loftus report)
5. Annual meeting budget decisions (discussion at Cleveland)
6. Restructuring of MC/GB roles and responsibilities (studied book, consultant engaged)

But we also struggle with a number of projects and processes

1. There is a lack of vision in such areas as professional development
2. We do not routinely survey the membership, partners and other organizations that work in and support the fisheries profession to better understand the environment and professional needs
3. We have not fully implemented the branding initiatives
4. Consistency of unit administration is a challenge with many allowing their tax exempt status to lapse.
5. Where we do have data, such as in membership and meeting attendance demographics, we have yet to explore tailoring offerings and strategies to meet changing needs
6. There is an opportunity to tie financial analysis and planning into operational elements of the strategic plan, once goals are more clearly defined

Challenges

1. The SP established generic objectives (are these goals?) but with little translation into SMART objectives.
2. Strategies are uneven in development (some are specific while others generic), there is no prioritization, and no assignment of responsibility. There is no implementation plan other than the President POW and ED POW and no regular accounting of progress. AFS doesn't have a disciplined process for evaluating progress towards completion of the SP
3. Does AFS need to engage in a longer-term visioning exercise, e.g., what do we want AFS to look like in 10 or 20 years? What are the major challenges that a science society like AFS faces as it attempts to survive and, hopefully, flourish in the years ahead? We rarely spend time doing the longer-term thinking about our future.
4. AFS units (Divisions, Chapters, Sections) are pseudo-independent and often have self-developed strategies and programs that may or may not support the AFS SP.
5. Committee chairs and charges, within the bounds of the committee's areas of responsibility, are established by the president but committee work is limited by volunteer time commitment and rarely is funding allocated to committees for work on specific charges. Staff support is identified for most committees but frequently such assignments are over and above existing workloads.
 - a. Committee charges are not always connected to current priorities and there is little interim reporting and accountability on progress.
 - b. Committee chairs are not engaged in AFS organizational planning and evaluation.
6. While financial reporting is greatly improved, there is little connection to SP goal setting and evaluation. The Investment Committee's work revising policies, procedures and reports, is a good start, stronger business planning and program prioritization is needed
7. Board orientation and training should be a key component of the planning process—both to orientate incoming members on governance practices, terminology, activities and defining their role in planning, evaluation, ambassadorship and development.
8. Rarely does AFS discontinue a program – i.e., there are rarely sunset provision established on programs to allow for a thorough review and decision on continuation.

What we will accomplish today?

1. Develop within the GB a full understanding of our SP efforts at all levels – Society, Section, Division, Chapters.
2. Establish a Society-wide ownership of the President's POW and process for integrating it into all aspects of AFS. This will include a critical review/feedback opportunity for units to provide the President-elect their recommendations on the PPOW.
3. Build the foundation for translating the SP into annual POW's and develop the start of a SP Implementation Plan. A working group will need to be established to better flesh this out and report back to GB in Columbus
4. Determine next steps, timelines and identify a working group to assist in development and implementation of the processes.

Transition from AFS Strategic Plan into the part of the planning process that is immediate and is an excellent heuristic tool for thinking about how we will address planning in the larger context.

Introduction to the PPOW (Brian's) – This is key and critical part of our planning process and establishes a high level set of goals and objectives for the year. It generally includes some carry-over from previous PPOW but also establishes new challenges. The PPOW is presented at the mid-year as a proposed plan with the expectation that the GB will provide feedback which will result in a revised final plan. Rarely is there much discussion and little changes. This PPOW is being presented here by Brian and provides us with an immediate and very pragmatic opportunity to explore how AFS can provide feedback and also how to integrate the PPOW into the work plans of all AFS units. After Brian presents his plan, we will have some full group Q&A on the plan and then break into groups to discuss how to implement the plan in your various units.

2. The proposed President's Plan of Work (Brian Murphy)

Whole Group Activity: Brian's proposed POW and employment of a semi-structured process for how AFS will provide feedback to Brian for revision, modification and final approval in Columbus and also for AFS units to integrate the PPOW where appropriate into their annual work plans.

1. Brian presents his draft PPOW
2. GB open discussion on PPOW (full group discussion) –
 - a. Questions and clarifications.
 - b. Feedback on Brian's PPOW – Is it targeting the key or most important issues? How does it relate to the AFS SP? What are approaches that Brian envisions for translating the PPOW into tasks and requests for implementation.
 - c. Does the PPOW represent the highest priorities of AFS membership? Is it taking us in the right direction?
 - d. How does this PPOW connect with the previous PPOW? Are there items that need to be continued?

Breakout Group Exercise #1:

Modified Schedule:

Questions to be asked of units regarding Brian's POW

1. What are specific areas of the PPOW that relate to my unit?
2. What can my unit do to implement the PPOW?
3. What are ways that your unit can do this? Leadership call, unit email list, webinar, Facebook posting, discussion at summer meeting, etc. How do the results of this get incorporated into your units plans for the next year?
4. Pivot to Strategic Planning.
Have each group member describe their units current SP and annual POW or relevant comparable documents. If they don't have anything, discuss reasons why they don't and any efforts and obstacles to creating a SP and APOW.
(Capture on flip charts the status of the units on SP and APOW. Identify one person willing to present their units approach to the large group report-out)

Part A: Each group will examine the PPOW and identify specific implementation activities that their AFS unit can engage in that would address some component of the PPOW.

Questions to be asked of units regarding Brian's POW

5. What are specific areas of the PPOW that relate to my unit?
6. What can my unit do to implement the PPOW?
7. Who should be doing this activity? Are there other units that I should be working with to address these activities? What resources will this take? Is this resource need reasonable and doable or will new funds be needed?
8. Alternatively, how do we evaluate progress and completion?

Part B: We need to develop a process for steps to be taken between LR and Columbus to provide Brian additional feedback on his POW and also to define specific actions that all units will do to implement the PPOW. This exercise certainly provides good initial feedback to Brian but what needs to happen is that all unit leaders will take the PPOW back to their unit leaderships (possibly to membership) to expand this discussion.

1. What are ways that your unit can do this? Leadership call, unit email list, webinar, Facebook posting, discussion at summer meeting, etc.
2. How do the results of this get incorporated into your units plans for the next year?

Part C: Reporting – Each breakout group will share one example (select one of your members) to describe how you've answered the questions above.

3. The AFS Strategic Plan and Unit Strategic Plans or Annual Work Plans

What we want to accomplish with this session: As described in the Introduction, AFS has a solid new Strategic Plan for 2020-2025 but we lack a good process to integrating it into all aspects of AFS. This exercise will help us to:

- Identify ways that units can incorporate the SP into their work.
- Create a recognition of the need for all AFS units to have an annual POW and their own Strategic Plan (or at least reference the AFS plan if appropriate). We will build a catalogue of units SP's to provide both an assessment of where we are at but also models for those who don't have a SP
- Create some agreement on the future role of AFS leadership (Officers, GB, MC) on assessment of progress
- Develop the framework for an annual SP Implementation plan that will guide our society efforts over the course of the upcoming year(s)



Figure 1. Typical strategic planning cycle – similar to an adaptive planning process.

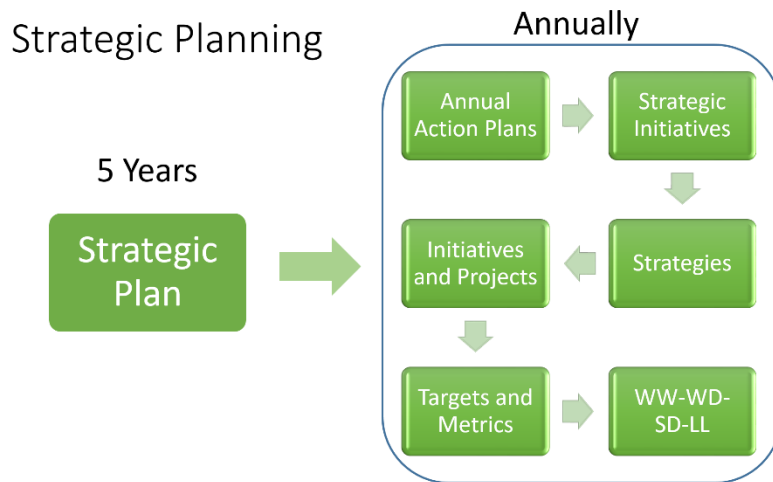


Figure 2. Simplified translation from strategic plan to annual implementation plan (from Julie Defilippi Simpson)

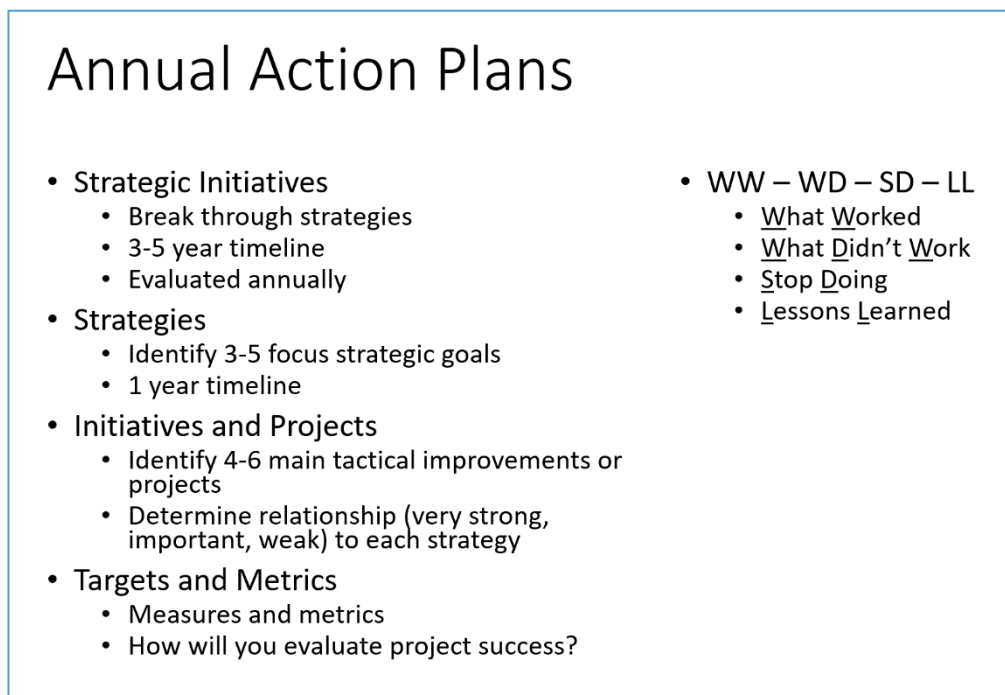


Figure 3. Essential components of an annual implementation or action plan from a strategic plan (from Julie Defilippi Simpson)

Pre-Little Rock meeting request to all GB members: Every GB member representing an AFS Unit should upload their units' strategic plan and annual work plan to the Google Drive at the link below and as sent to you in an email with the agenda.

<https://drive.google.com/open?id=1C4MEYds102J2n5uSIFwOuBS1CjOuz8fx>

Breakout Group Activity:

1. Have each group member describe their units current SP and annual POW or relevant comparable documents. If they don't have anything, discuss reasons why they don't and any efforts and obstacles to creating a SP and APOW.
(Capture on flip charts the status of the units on SP and APOW. Identify one person willing to present their units approach to the large group report-out)
2. Building upon the earlier discussion with the President's POW, how can the AFS SP be used as a guide to development or updating of your units' SP? Is it sufficiently specific and does it contain the level of detail to allow your plans to help implement the SP? (alternatively, is it so broad that virtually anything your unit does can be justified as addressing some SP goal/objective?)
(Capture responses to the question of the AFS SP being connected to their units plan. Is there a connection/linkage/reference to the SP)
3. What would a process look like that would involve an annual AFS SP implementation plan that would contain expectations that AFS units would be essentially assigned to address? (but also that they are willing to accept). For example, if the 2020-2021 AFS SP Implementation Plan included a specific charge that would be appropriate for your unit (Section, Chapter, Division) to address, what would you need to do to get that into your planning process and work towards implementation?

Full Group Reporting and Conclusion:

We'll gather as a full group and each breakout group will identify one person to discuss how their unit has incorporated the SP into their units SP or annual plan of work.

General Discussion Wrap Up:

1. What were the general observations of the group on how AFS is doing with our SP implementation?
2. What are the key challenges that we'll have to address in trying to move into a more active and disciplined approach to implementing the plan?
3. Is there a general willingness to engage the full structure of the society into a more inclusive and engaged planning and implementation process?

References:

Strategic Planning in Nonprofits. The Washington Nonprofit Institute. <https://www.wanonprofitinstitute.org/planning/>

O'Donovan, Dana and Noah Rimland Flower. Jan. 10, 2013. The Strategic Plan is Dead. Long Live Strategy. Stanford Social Innovation Review. https://ssir.org/articles/entry/the_strategic_plan_is_dead_long_live_strategy



THE CASCADE OF STRATEGIC CHOICES:



Strategic Planning For Nonprofits. National Council of Nonprofits. <https://www.councilofnonprofits.org/tools-resources/strategic-planning-nonprofits>



Compare Traditional and Strategic Board Agendas

Traditional Board Agenda

- 1. Welcome and approve** minutes of last meeting
- 2. Executive Director's Report**
Verbal report on web site redesign update
- 3. Finance Committee Report**
Circulation of quarterly financial statements. Treasurer or Finance Committee Chair points out a few variations between budget and actual, which are briefly discussed. Asks for a motion to approve change of signature authority on bank forms due to change in officers.
- 4. Nominating Committee Report** Update on new candidates and who has had lunch with whom to cultivate relationships
- 5. Program Committee Report**
Chair of Program Committee asks staff to provide a 10 minute verbal report on various programs that are being implemented to increase the community's awareness of the agency's programs and services. Discussion is curtailed because time is running out.
- 6. Fundraising Committee Report Update** on plans for Gala and reminder to purchase tickets
- 7. New Business?**
- 8. Adjourn**
Meeting lasts two hours

Strategic Agenda

- 1. Welcome and Opening Thoughts**
(Different board members offer opening thoughts each meeting)
- 2. Consent Agenda**
Approval of minutes of last meeting, and acceptance of items listed on consent agenda: previously circulated written report from ED on web site redesign; dashboard of revenue/expenses from Finance Committee; ACTION: approve change of signature authority on bank forms; Accept reports on board member prospects from Board Development Committee and from Fundraising Committee.
- 3. Discussion of Strategic Initiative #1 Expand Community Awareness**
Full board discussion facilitated by board chair. Are goals being met? What are board members hearing in the community? What are the barriers? What other avenues could be used to increase awareness? Consensus is to convene a communications task force to recommend how web site, annual report, and partnerships with other agencies can expand awareness.
- 4. What's keeping you up at night?** (Use this brainstorming session to develop future issues for board attention.)
- 5. Adjourn**
Meeting lasts one hour
Outcome: rich discussion on a strategic priority for the organization.

Attachment B

President's Plan of Work (DRAFT)

Brian R. Murphy

September 2020-August 2021

Presented to AFS Governing Board, Mid-Year Meeting
Little Rock, Arkansas, February 2020

Preamble

An effective presidential Plan of Work should be one that implements critical actions and new directions to advance the Society, while protecting the core functions that have made AFS what it is today. To this end, a Plan of Work should be in concordance with the Mission and Vision of the Society:

- **Mission of AFS:** *“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.”*
- **Vision of AFS:** *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.*

A team of dedicated AFS members has just completed an updated Strategic Plan (Bowker et al. 2019) to guide the Society forward over the next 5 years, which includes these specific objectives:

Objective 1. *Advance fisheries disciplines, conservation, and management.*

Objective 2. *Develop fisheries professionals.*

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

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

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

Plan of Work

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

1. To increase public visibility and trust in the work of our profession and of our Society.
2. To help AFS members further their careers by: a) developing or enhancing critical professional skills; and b) enhancing the benefits of professional certification.
3. To continue and expand efforts to increase diversity within our profession and our Society.
4. To move forward from research to planning and action related to rebranding needs for AFS as we celebrate our 150th anniversary.

Strong ties between these objectives make it impossible to completely separate them relative to actions needed. Actions executed in this plan will support the theme of the 151st Annual Meeting of AFS in Baltimore, Maryland: ***Investing in People, Habitats, and Aquatic Science for a Sound Future.***

Plan Details

1. To increase public visibility and trust in the work of our profession and of our Society.

The unassailable truth is that public trust in scientists and their work has been severely eroded in recent years. This is in part due to a rise of populism, wherein “the people” are pitted against “the elite” (who are commonly described as the political, economic, cultural, or educational establishment, “who put their own interests above those of the people”). Distrust of “educated elites” (including scientists) is often the result of propaganda campaigns against facts that do not serve the personal interests of those in power. Thus we are now said to live in a “post-truth world” where fact and expert opinion are given less weight than emotion. Fisheries science is not exempt from these phenomena, particularly as we take a larger role in disseminating “unpopular facts” such as the impacts of climate change on aquatic resources.

Actions:

- Expand AFS policy efforts to distribute engaging, factual fisheries information to policymakers and the public, including continuation of significant outreach efforts regarding climate change.
- Expand. As possible, AFS staff in the area of outreach communications.
- Train AFS members how to communicate better with lay audiences across a variety of media outlets.
- Expand the quantity of important materials from AFS publications (similar to the current Featured Papers program) that are publicly accessible outside of the Society, and aggressively advertise and distribute these.
- Invite the creators of the “The Fisheries Blog” to discuss how their approach and efforts might be integrated with AFS efforts to accomplish this objective.

Strategic Objective(s) addressed: 2, 3

Units to engage: Committees (Communications, Resource Policy, Continuing Education, Board of Professional Certification); Sections; Staff

2. To help AFS members further their careers by: a) developing or enhancing critical professional skills; and b) enhancing the benefits of professional certification.

The world is not static, and we all know that professionals must be lifelong learners. AFS is committed through its Mission Statement to help members stay current in our field, and to learn new skills to operate in a world that is changing both physically and politically. AFS should be instrumental in offering professional development opportunities for members at all levels. Professional certification by AFS should be tied closely to professional development opportunities, and members should see tangible benefits to becoming certified.

Actions:

- Survey members to determine specific skill gaps that they perceive as impediments to their professional advancement. Survey all AFS subunits, and other organizations similar to AFS, to determine what types of training they offer that have been most beneficial to their members.
- Consider how to offer training in skills that will enhance members' abilities to meet Plan Objective 1, above (e.g., writing for lay audiences, press releases, fact sheets, briefing documents, letters to the editor, blogs, etc.).
- Further increase onsite and online offerings of courses identified as highly valuable by members; partner with Divisions and Chapters as appropriate to increase geographic spread of offerings.
- Train AFS members how to communicate better with lay audiences across a variety of media outlets and live interactions.
- Consider a tiered system of certification credit toward AFS certification for CE offerings, based on difficulty and timeliness of the topic.
- Initiate discussions with agency administrators and other employers regarding creation of tangible benefits for AFS-certified employees.
- Recognize certified members with a unique ribbon at AFS meetings, and/or a professional pin for general use in their professional work.
- Expand online recognition of certified members (e.g., AFS Website, directory, Newsletter, etc.).
- Consider offering certification to non-members, at a much-increased rate.

Strategic Objective(s) addressed: 2, 3, 5

Units to engage: Continuing Education Committee; Education Section; Board of Professional

Certification; Student and Early Career Professionals Subsection; Staff

3. To continue and expand efforts to increase diversity within our profession and our Society.

Several recent AFS presidents have made increasing the diversity of our profession and of AFS membership important objectives during their administrations, and AFS has made some advances in these areas. But still, neither our profession nor our membership are yet close to being representative of the public that we serve. Overall, membership in AFS is still 74% male and 92% Caucasian. We must continue all the diversity initiatives that we now have in place and expand them where possible, and we need to look for new ways to recruit underrepresented groups into our profession and AFS. One almost untapped potential pool is high-school students. If we can recruit high-school students into AFS to give them chance to see what our profession does, this should help increase the flow of students into fisheries higher-education programs and eventually our profession. And carefully targeted high-school recruitment efforts also should help increase the proportions of underrepresented groups in AFS, higher education, and our profession as a whole.

Actions:

- Appoint a Special Committee for Student Outreach Planning to develop a strategic plan for how to best disseminate information regarding the new AFS High School Membership category, and to recruit new High School members to AFS. This plan should include recommendations for the use of social media, a special landing page for these students at the AFS website, ideas on developing appropriate AFS materials for these members, ideas on linking new High School members to AFS mentors, and specific strategies to target underrepresented groups.
- When this strategic plan is complete, convert the Committee to a Special Committee for Student Outreach to prioritize outreach efforts and recruit appropriate units and members to help implement them, as resources allow.
- Communicate a personal welcome to new High School student members from the President and the Executive Director, with information tailored to the needs and interests of these students.
- Create a mentorship program for High School members, linking them to current college students.
- Assist as possible the new TIA Alliance (Trout Unlimited, Izaak Walton League, and AFS) in expanding their programs to more high schools, particularly schools serving underrepresented communities.
- Encourage student subunits and state chapters to reach out to local high schools, particularly those serving underrepresented groups, regarding AFS and career opportunities in fisheries science, and to invite high school students to their events.
- Create a “Sponsor a Student” program whereby AFS members could sponsor the membership of a high-school student as part of their annual AFS renewal.
- Continue and expand as possible the Hutton Scholars Program.
- Create collaboration between the Hutton Program and university fisheries programs (possibly through NAUFWP) to provide information to all Hutton applicants regarding university fisheries programs and careers in fisheries science.
- Consider expanding AFS’s role in the Diversity Joint Venture.
- Engage the Equal Opportunity Section as advisors on these outreach efforts.

Strategic Objective(s) addressed: 2, 3

Units to engage: Special Committee; Sections (Education; Equal Opportunity; Native Peoples Fisheries; Student & Early Career Professionals; others); Chapters and Student Subunits; Staff

4. To act on rebranding AFS as we celebrate our 150th anniversary.

AFS contracted the firm Potomac Communications Group (PCG) in 2018 to help evaluate our brand, including our name, logo, perception among key stakeholder groups and the “value proposition” that it communicates to internal and external audiences. The results showed that AFS members and stakeholders feel that the mission and values of AFS are not always clearly identified, particularly to outside groups. The Communications Committee has been discussing the results of the study, is formulating plans to ‘rebrand’ AFS in ways that make it more visible and relevant to parties both inside and outside the Society.

One impediment to moving rebranding forward is the question of a name change for the Society. Having started as the American Fish Culturists' Association in 1870, our Society soon recognized the need to expand the scope of the Association's name. The name was changed to the American Fisheries Society during the 1884 business meeting held on the U.S. Fish Commission's research vessel Fish Hawk. That name has served us well for over a century, but are we still the same organization that we were some 136 years ago?

The PCG interviews showed that most members recognize the limitations created by the current name, and the dissatisfaction of Canadian members with the current Society name has long been known. PCG also reported that the majority of their limited interview pool felt that despite the fact that AFS has chapters in Mexico and Egypt, and members in some 60 countries, the name and the emphasis of the Society should remain focused on North America. But, it should be noted, members at that time were unaware that currently there an effort underway to form a Latin American chapter to encompass not only Mexico but also Central and South America. Thus, in the future, AFS members and activities could stretch the entirety of North and South America.

Actions:

- Take a proposal for a change in the name of the Society to a membership vote at the 150th Annual Meeting in Columbus.
- Empower the Communications Committee to move forward to create recommendations regarding an array of Society rebranding actions.

Reference

Bowker, J., T. Bigford, S. Bonar, J. Defilippi-Simpson, R. Essig, J. Jackson, S. Midway, and M. Murphy. Charting the course for the American Fisheries Society: Strategic Plan for 2020-2024. *Fisheries* 44(3):119-122.

Attachment C

AFS Climate Change and AFS – How do we get more effectively engaged? Exercise for MY GB Meeting, Little Rock, AR

Introduction

Overall purpose of the AFS climate effort (immediate, multiyear, long-term):

Create a specific action plan that effectively and efficiently utilizes the science, expertise, and capabilities of AFS membership, staff and our partners.

1. To document the state of the science on climate impact on fish, fisheries and aquatic resources.
2. Identify gaps in knowledge and research needs that will advance our ability to address climate change impacts on fish and aquatic systems.
3. To equip management biologist with best practices and tools to incorporate climate change into management plans and practices.
4. Communicate fisheries relevant climate science information to key audiences who will be able to impact legislative, regulatory, policy and other decision-making that addresses climate change.

What do we need to accomplish on Monday morning in Little Rock?

- Need GB to take ownership and leadership role on fisheries relevant climate change effects.
- Identify where the strengths of AFS can be best utilized. Stay away from our weaknesses (don't work on things that we're not good at)
- Figure out how to best utilize AFS sections, chapters, committees and partners in a more effective way
- Utilize annual meeting programming to support this effort
- Build on AFS as a thought leader by convening key groups, create innovative solutions, build effective partnerships

Group Question #1 – Does this accurately capture our intent? What else can we add to this to make it more complete? Note that we do not need to wordsmith the statements but, rather, to capture the essence of the AFS role in addressing the fisheries impacts of climate change.

Exercise #1 – Assessing AFS Strengths and Opportunities

AFS has many strengths but also there are areas where we are challenged due to limited resources, staff, volunteer limitations, expertise, etc. In the context of addressing the challenges of climate change, we need to understand our strengths and weaknesses and be able to most effectively act in areas where we have the greatest likelihood of succeeding.

Most of you have done a SWOT exercise – Strengths, Weaknesses, Opportunities and Threats and we're going to use that tool here to help position us for a following discussion on activities. We will ask you to think about climate change actions and activities that play to our strengths and opportunities and that minimize investing time and resources into areas where AFS is less able to be effective. Here are some examples that staff have developed as a starting point.

The breakout groups are defined below – two online and three in-person. Each group has a facilitator and you will be tracking all of the responses on a Google Drive so that the results are visible to everyone and captured for future development.

Staff examples:

Strengths

1. Lots of great research, publications, books, documentation
2. Annual meeting with immense potential to be used
3. Respected publications
4. Many partners who can help convey messages
5. Our members have high credibility when talking to the public

Weaknesses

1. Inability to get people effectively engaged
2. Lack of ability/capacity to engage the general public
3. Lack of funds, staff, etc.

Opportunities

1. AFS has lots of potential volunteers
2. Seeing a public more willing to accept the science of climate change
3. Even Republicans are recognizing the validity of climate as an important issue
4. Election year opportunities

Threats

1. Potential loss of science credibility if we move in inappropriate directions
2. Ineffective communications due to lack of training
3. Working outside of our advocacy window
4. Overburdened staff and volunteers
5. Political restrictions
6. Loss of work on other important AFS programs (e.g. RAWA)
7. Overemphasis on climate leading to loss of programmatic efforts on other important fisheries issues

Activity – Move to your groups and complete the SWOP for your group. This will be captured on the Google Drive (and flip charts). Be prepared to walk through this with the larger group.

Exercise #2 – Identify Activities and Actions for AFS to Implement

List the many activities that AFS can do to address CC

Have the breakout groups create lists of the items AFS can do

Share with the group the Unit Leaders Discussion in Reno and the ideas that they identified

Question – does each group look at all activity options or do we define categories of activities (e.g publications, meetings, chapter/section activities, etc.)

Staff Example of Activity List:

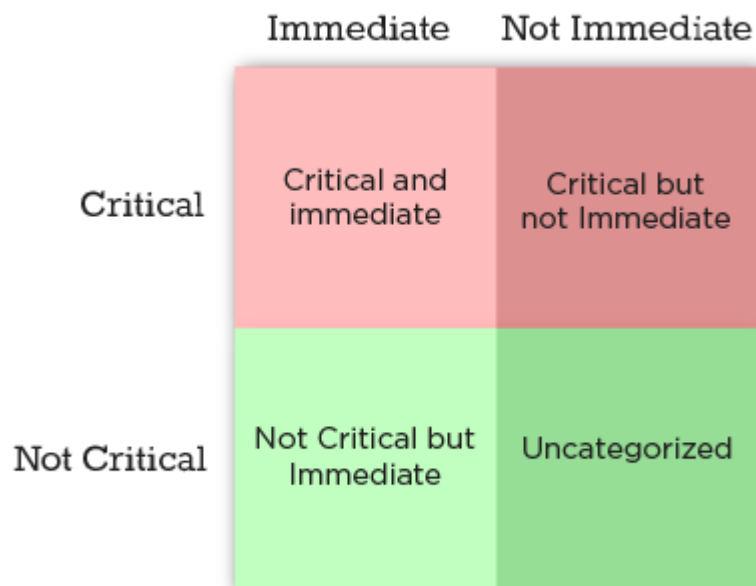
1. Review and re-adopt the AFS policy document –
2. Hill briefing
3. Hill walk – fly-in of AFS members
4. Training of AFS members on congressional engagement
5. Develop OpEds or letters to the editors for a diversity of local/regional newspapers.
6. Establish AFS members visits to Congressional members in their district offices. Possibly plan field visits to show them impacts and management actions.
7. Funding campaign to support AFS members in the Citizens Climate Lobby
8. Work with TRCP on their policy statement
9. Identify sportspersons groups as key target audience and employ AFS members to talk with them about CC and fisheries
10. World fisheries societies joint statement on climate change
11. Make presentations to local government officials – county, township, city supervisors, councils, etc. to inform them of climate impacts on fisheries and aquatic resources and consequent economic impacts.

Do

Reconvene full group and combine the lists into a singular list – Possibly group into similar categories of activities (e.g. policy, research, public outreach, etc.) – look for duplicates – lump or split as appropriate

Question to group - Where do our strengths and opportunities coincide? Use the Covey style matrix as a model for deciding the best approaches for AFS

Relate them to the SWOP – verbally ask the group to think about the list and also the SWOP to consider where AFS can best employ its assets. Note the Covey style matrix below to help people think about how we can related strengths and opportunities.



	Opportunity	Threat
--	--------------------	---------------

Strength	AFS has both assets and opportunity. These are areas that we need to move into and have greatest potential for success	AFS has good capacity or assets in this category but there may be challenges, negative consequences or other concerns about moving into these activities.
Weakness	AFS doesn't have the capacity to deal with this but there is opportunity. Only if AFS can develop or find new resources would these activities be addressed.	AFS has neither capacity, assets or expertise and it is an area where we should be cautious or concerned about negative impacts of activities.

Example of Opportunity: the political situation has evolved such that there is increasing receptiveness to action on climate. AFS is good a policy briefings and there is interest in a Capital Hill fly-in to share fisheries science and climate change information with members and staff.

Activity - Dot voting to identify the top activities for further exploration – select top 5 or 10 activities. Have both red and green dots – those that we should do and those that we should stay away from.

Exercise #3 – Being more specific

Purpose of this session: Create a specific action plan that effectively and efficiently utilizes the science, expertise, and capabilities of AFS membership, staff and our partners to document the state of the science and management best practices and convey that material to key audiences who will be able to impact legislative, regulatory, policy and other decision-making that addresses climate change

Characteristics of the products:

1. Use the SMART mnemonic as a characterization of our products; specific, measurable, achievable, relevant, and time-based
2. Realistic given the assets and limitations of AFS. Also need to be responsive to opportunities for influence and for work with partners.
3. The products will serve as a guide for activities and will prepare AFS members and resources for internal and external use.
4. This will accurately define our audience(s) and the messaging specific to that audience. This will result in an audience(s) who are better informed, can act effectively, and timely.
5. The products will incorporate accountability and responsibility.

6. Question to be put to the group - Is AFS willing to commit to this effort with sufficient endurance and resources to make a difference? Are we willing to recognize that other issues will receive less attention as a result? (unless new resources are obtained in either volunteer member capital or financial resources).
7. Need to be connected to the AFS policy statement. This is the foundation for our activities.

2nd question for the GB – What other qualities need to guide our efforts for these results to be useful for AFS.

Gather any responses on the screen for all to see.

Activity Guidance

1. Assign each breakout group with 1 or more action items depending upon the voting.
2. Groups fill out form(s) – Groups can ask for help from staff or from other groups who may have knowledge about that particular activity.
3. All groups present activities to the entire GB – we refine the statements as a group to fill in gaps and identify additional questions that need to be researched.

Wrapping this up - What next?

How do we prioritize the activities? How do we deal with un-met resource needs?

1. Assign person(s) to further resolve any issues, assignments, etc.
2. Those activities that can be immediately implemented because they are within the current capacity are initiated
3. For those activities requiring further exploration, the assigned person(s) will engage in that research and have a revised activity report submitted to MC and Officers for review and vetting no later than the June MC meeting.



AFS Climate Change Action Item

Mid-Year Governing Board Meeting, Little Rock, AR – February 24, 2020

Activity Title: _____

Brief Description of the Activity:

Intended outcome or result of the activity:

Target Audience:

Resource Needs: (financial, training, staff support, travel, etc.)

Lead Organizer(s) (accountability person) and possible partners/collaborators:

Timing and planning horizon:

Breakout Groups

Group #1 – **Online** (Beth, Steve)

1. Kim Dibble – Fish Habitat
2. Ed Hale – Northeastern Division
3. Nick Kramer – Emerging Leader
4. Ben Lafrentz – Fish Health Section
5. Jessica Miller – Marine Fisheries Section
6. Katherine O'reilly – Science Communications Section
7. Mick Walsh – Fish Culture Section
8. Pierre Pepin – Early Life History Section
9. John Mohan – Estuaries Section

Group #2 – **Online** (Shawn, Katrina)

1. Josh Etherton – Socioeconomics Section
2. Jeff Kopaska – North Central Division
3. Shivonne Nesbit – Equal Opportunities Section
4. Todd Pearsons – Western Division
5. Caleb Hasler – CARS
6. Christopher Myrick – Physiology Section

7. Andrew Whitely – Genetics Section
8. Brooke Penaluna – Emerging Leader
9. Lynn Waterhouse – Estuaries Section

Group #3 (Lauren, Dan)

1. Scott Bonar – AFS President
2. Patrick Cooney – International Fisheries Section
3. Jud Kratzer – Northeastern Division
4. Quinton Phelps – Fisheries Management Section
5. Dana Postelwait – Bioengineering Section
6. Leanne Roulson – AFS 1st Vice-President
7. Trent Sutton – Education Section
8. Steve Lochmann – Fish Culture Section

Group #4 (Drue, Aaron)

1. Aaron Bunch – Emerging Leader
2. Joe Conroy – North Central Division
3. April Croxton – AFS 2nd Vice-President
4. Jim Fredericks – Fisheries Administration Section
5. Macey Rowan – Student Subsection of Education Section
6. Jesse Trushenski – AFS Past President
7. Cindy Williams – Southern Division

Group #5 (Doug)

1. Brian Murphy – AFS President-Elect
2. Dan Dauwalter – Western Division
3. Nathan Lederman – Invasive and Introduced Fish Section
4. Tom Kwak – Southern Division
5. Randy Schultz – Constitutional Consultant
6. Paul Venturelli – Fisheries Information and Technology Section
7. Nathan Wentz – Water Quality Section

Supplemental Resources:

White, K. and J. Carney. 2011. Working with Congress: a Scientist's Guide to Policy. American Academy for the Advancement of Sciences. Washington, D.C.

https://www.aaas.org/sites/default/files/AAAS_Working_with_Congress.pdf. This book helps scientists decipher the best approach to interact with the federal government including who to contact, when to contact, how to contact and how to follow up.

The Message Box. n.d. Compass. <https://www.compassscicomm.org/message-box-workbook>. The Message Box tool helps leaders analyze what is important to their intended audience and how to effectively communicate relevant results and concepts.

Additional Tools – The Message Box

The **Issue** section in the center of the box identifies and describes the overarching issue or topic that you're addressing in broad terms. It's the big-picture context of your work. This should be very concise and clear; no more than a short phrase. You might find you revisit the Issue after you've filled out your Message Box to see if your thinking on the overarching topic has changed since you started.

The **Problem** is the chunk of the broader issue that you're addressing in your area of expertise. It's your piece of the pie, reflecting your work and expert knowledge. Think about your research questions and what aspect of the specific problem you're addressing would matter to your audience. The Problem is also where you set up the So What and describe the situation you see and want to address.

The crux of the Message Box, and the critical question the COMPASS team seeks to help scientists answer, is “**So what?**” Why should your audience care? What about your research or work is important for them to know? Why are you talking to them about it? The answer to this question may change from audience to audience, and you'll want to be able to adjust based on their interests and needs.

The **Solution** section outlines the options for solving the problem you identified. When presenting possible solutions, consider whether they are something your audience can influence or act upon. And remind yourself of your communication goals: Why are you communicating with this audience? What do you want to accomplish?

In the **Benefit** section, you list the benefits of addressing the Problem—all the good things that could happen if your Solution section is implemented. This ties into the So What of why your audience cares, but focuses on the positive results of taking action (the So What may be a negative thing—for example, inaction could lead to consequences that your audience cares about). If possible, it can be helpful to be specific here—concrete examples are more compelling than abstract. Who is likely to benefit, and where, and when?

Message Box Template – Remember to very specifically define AUDIENCE first:

Attachment D

Strategies for AFS to Move Forward on the Climate Change Issue.

The latest IPCC report (2018) on climate change states “*Avoiding overshoot (of 1.5°C) and reliance on future large-scale deployment of carbon dioxide removal (CDR) can only be achieved if global CO2 emissions start to decline well before 2030.*” Therefore, we as a scientific society have two options: (1) We can ignore or disagree with this statement and fail to share the science showing effects of climate change on aquatic ecosystems in a timely manner, or (2) we can urgently work to ensure the public understands consequences of climate change on our aquatic environments. We are choosing the latter. To be successful, participation of all AFS members is needed!

In Reno, strategies for climate change action were brainstormed and ranked by participants at an AFS Unit Leaders Meeting. Here are the top five ideas for AFS Headquarters and Units.

Item Number	Headquarters Actions	Number of Participants Ranking as Important	Actions of Chapters and Other Units Outside of AFS Headquarters	Number of Participants Ranking as Important
1	Develop new AFS section for climate change	17	Work with local leaders on climate issues	13
2	Produce AFS Statement on climate change and update AFS policy	12	Use local photos, film from members, AFS-wide numbers and other local resources to show effects of climate change	7
3	Create toolbox for AFS members for impactful climate change messaging	10	Advertise climate-friendly restoration projects	7
4	Identify organizations similar to AFS as partners to leverage existing efforts	8	Translate, highlight science stories that concern climate change	6
5	Make photo essays available to AFS members to show climate change effects in different regions	7	Identify organizations similar to AFS as partners to leverage existing efforts	6

Furthermore, as a “President’s Charge”, I am asking you to communicate with 10 (or more!) people who are either neutral or disagree with you on the climate issue (this fits into #4 above). (This can also include writing policymakers or others). Although starting such a conversation can be intimidating, talking with others is one of the greatest ways to spread the message and get people thinking about it. Look at my President’s Hooks or watch www.fisheries.org/verbaljudo for ideas about conversing with others about Climate Change. Other sources for conversation tips are: <https://medium.com/s/story/how-to-have-a-useful-conversation-about-climate-change-in-11-steps-d4bbd4135e35> and <https://www.nature.org/en-us/what-we-do/our-priorities/tackle-climate-change/climate-change-stories/how-to-have-a-connected-conversation-about-climate-change/>

More tips on how to complete tasks above will be relayed in newsletters, AFS website, etc. in upcoming months.

We will have check-ins with Governing Board members at our mid-year meeting to give your unit a chance to share what you have been doing to communicate the climate change issue, and work in some of the areas above. The membership will want to know what is working for you and what is not! Remember, if you state what the science says about effects and the urgency of action, you are not advocating, but relating the science. Go get 'em!

Attachment E

Bylaws of the Cooperative Research with Stakeholders Section of the American Fisheries Society

Article I. Name and Objectives

The name of this organization shall be the Cooperative Research with Stakeholders Section of the American Fisheries Society, hereinafter referred to as the CRSS.

The objectives of the Section shall be those of the Society as set forth in Article I of the Constitution. In addition, the CRSS also has the following objective:

Advance the Society's promotion of scientific research and sustainable management of fisheries resources by encouraging and facilitating research partnerships ~~amongbetween~~ scientists, stakeholders, and resource users, ~~especially (e.g.,~~ commercial fishermen/-harvesters and recreational anglers). ~~These CRSS-section~~ promotes varying levels of involvement from participating resource users ranging along the spectrum of cooperation at discrete points in the research process to full collaboration throughout the research process, including citizen science. When done properly, cooperative research can increase stakeholder buy-in to science and decision-making processes and ensure incorporation of local ecological knowledge into fishery management processes. The CRSS aims to increase stakeholder participation in fisheries science and the Society, and to encourage scientists to pursue collaborative research using continuously evolving best practices and lessons learned. Specifically, the CRSS will undertake a variety of important near-term and longer-term activities that currently are not the primary focus of other Society sections, including:-

Supporting on a regular basis innovative annual meeting symposium topics and formats, including panel discussions, to raise the profile of scientists and stakeholders involved in cooperative research, increase general awareness of such research, and share lessons regarding cooperative research successes and challenges (near-term).

Promoting the integration of fisheries science information end users (including managers and stock assessment biologists) into cooperative research endeavors to ensure research project success and greater understanding of scientific processes (including stock assessments) among stakeholders (near-term).

Supporting annual meeting attendance and Society membership for fishermen, anglers, and other collaborative research stakeholders (near-term).

Partnering with other Society sections to ensure that various aspects of cooperative research are highlighted and enhanced (near-term).

Developing blogs, webinars, workshops, and continuing education courses to further the objectives of the CRSS (longer-term).

Leveraging resources from industry partners to increase a greater variety of stakeholder involvement at annual meetings (longer-term).

Expanding Society membership diversity by exploring additional membership levels for fishery stakeholders including fishermen and anglers (longer term).

All activities of the CRS shall conform to the Society's Constitution, Rules, and Procedures.

Article II. Membership

1. Membership in the Section shall be open to all individual or institutional members of the Society having an interest in cooperative research.
2. Only active members of the Society may vote, hold office, or chair a committee.

Article III. Officers

1. The officers of the Section shall be the President, Vice President, Secretary, and Treasurer. The Secretary and

- Treasurer positions may be filled either separately or as a combined single position.
2. All officers must be in good standing with the Society.
 3. All officers shall serve for a term of two years. The offices of Secretary and Treasurer can be renewed for one term without an election. The President can hold a consecutive term if: 1) the current President is re-elected by the membership; and 2) if the Vice President agrees to defer his or her term for two years.
 4. Officers shall be elected by a majority of ballots cast by the CRS membership. Elections may be conducted electronically or by other methods determined by the Executive committee.
 5. Terms of newly elected officers will begin at the annual CRS business meeting.
 6. In the event of a vacated position, the Executive Committee shall appoint a qualified replacement to fill the unexpired term.
 7. No elected officer or appointed committee member of the CRS shall receive any salary or other compensation. Expenses associated with Section-related activities may be defrayed from funds available to the Section when authorized by the Executive Committee.

Article IV. Duties of Officers

1. The President shall:
 - a. Chair the Executive Committee of the Section;
 - b. Preside at all meetings of the Section;
 - c. Appoint all Committee members, and may serve as an ex-officio committee member;
 - d. Represent the Section as a member of the Society's Governing Board;
 - e. Oversee the Section's fiduciary responsibility by communicating with the Treasurer to ensure that the Section's funds are managed appropriately, and that required IRS reporting is completed annually;
 - f. Ensure that the Section website is updated;
 - g. Ensure that at least one CRS newsletter per year is sent to members;
 - h. Assist the President with planning and implementing CRS activities; and
 - i. Perform other duties as may be requested by the Executive Committee.
2. The Vice President (President Elect) shall:
 - a. Serve on the Executive Committee;
 - b. Perform the duties of President in the absence of the President;
 - c. Assume the office of the President in the event that the office is vacated;
 - d. Accede to the Presidency upon completion of the term of Vice President;
 - e. Prepare an annual work plan before taking office as President; and
 - f. Perform other duties as may be requested by the Executive Committee.
3. The Secretary shall:
 - a. Serve on the Executive Committee;
 - b. Keep the official records of the Section;
 - c. Maintain a current list of the Section membership;
 - d. Record meeting minutes and distribute them to the Section within 30 days after the meeting;
 - e. Assist the President in preparing the annual report to the Society;
 - f. Conduct CRS elections; and
 - g. Perform other duties as may be requested by the Executive Committee.
4. The Treasurer shall:
 - a. Serve on the Executive Committee;
 - b. Collect and be custodian of Section funds;
 - c. Disperse funds as authorized by the Executive Committee;
 - d. Submit a CRS annual financial report as required by the AFS Governing Board Reporting process prior to the annual Society meeting;
 - e. Complete required IRS reporting on an annual basis; and
 - f. Perform other duties as may be requested by the Executive Committee.
5. The Committee Chairs (see Article VII for details) shall:
 - a. Report their Committee's activities, findings, and recommendations as required in Article VII (3);

- b. Assist the other officers as needed; and
- c. Perform other duties as may be requested by the Executive Committee.

Article V. Executive Committee

1. The Executive Committee shall consist of the elected officers of the Section and the chairs of the Communications and Outreach Committees.
2. Executive Committee meetings are called by the President.
3. The Executive Committee shall have the authority to determine policies and conduct business consistent with the objectives of the Section.
4. Meetings of the Executive Committee may be held at the call of the President when at least a quorum, as defined in Article V (6), can meet and conduct business.
5. Business and voting by the Executive Committee may be conducted by mail or virtually (i.e., via conference call or WebEx).
6. A quorum is required for transaction of official business at an Executive Committee meeting. A quorum for an Executive Committee meeting shall consist of at least three members.
7. Each member of the Executive Committee shall have one vote on Executive Committee decisions. In the event of a tie, the President may cast the deciding vote.
8. The Executive Committee shall establish annual dues subject to approval by CRS members attending the annual business meeting.

Article VI. Meetings and Voting

1. Decisions at Section business meetings and on behalf of the Society shall be in accordance with the Society's Constitution, Rules, and Procedures, and the CRS Bylaws.
2. A quorum at business meetings shall be 10 members of the Section.
3. The latest edition of Robert's Rules of Order shall govern all applicable cases not covered by these Bylaws.
4. Balloting shall be completed at least two months before the annual meeting of the Section by either mail or electronic media.
5. Officers shall be elected by a simple majority of the returned ballots. Proper care will be taken to ensure confidentiality and anonymity of both mail and electronic ballots. In the case of a tie vote, the election will be decided by a simple majority vote of the Executive Committee.
6. In the event of a vacated position, the Executive Committee shall appoint a qualified replacement for the remainder of the term.

Article VII. CRS Committees

1. Committees and Chairs of committees, except as listed in Articles III and V of these Bylaws, shall be appointed and charged by the President.
2. Special Committees serve to accomplish a specific purpose and shall cease to function upon the discharge of the duties for which they were appointed or with the end of the term of the appointing officer.
3. Standing Committees help the President and the Executive Committee conduct the Section affairs, and the Chairs shall report their committee's activities, findings, and recommendations at Section meetings and interim meetings of the Executive Committee.
4. The following Standing Committees composed of Section members in good standing shall be appointed by the President together with their chairpersons, who are expected to change periodically:
 - a. Communication Committee. The Communication Committee shall be responsible for and maintaining the Section's Website, Social Media accounts (e.g., Twitter, Facebook), and newsletter. The Committee shall consist of the Website Webmaster, Twitter and Facebook manager, the Newsletter Editor, and other Section members as necessary and appointed by the President. The Chair of the Website and Social Media Committee will serve as a member of the CRS Executive Committee.
 - b. Programs Committee. The Programs Committee shall be responsible for CRS events including (but not limited to) organizing webinars, workshops, and/or symposia.
 - c. Stakeholder engagement committee will be responsible for securing and distributing funding to assist industry members with attending regional and annual Society meetings. This committee will also

support other sections and sub-units in industry engagement activities.

Article VIII. Amendment of Bylaws and Procedures

1. The bylaws are the defining document for the Section and take precedence over all other rules and procedures of the Section.

- a. The Section bylaws may be amended by a vote of 2/3 of the Section members voting on the amendment, provided that the proposed amendment(s) are circulated to the membership at least 30 days prior to voting.
- b. In accordance with the Society's Constitution, an amendment shall be reviewed by the Society's Constitutional Consultant prior to the Section's vote for conformity with the Constitution, Rules, and Procedures of the Society.
- c. The Constitutional Consultant presents the adopted amendment to the Society's Management Committee for approval.
- d. Amendments take effect when the Section receives written notice of their approval by the Management Committee from the Society Executive Director.
- e. Procedures of committees and working groups are established to provide continuity in the conduct of Section business. Procedures may be suspended or amended by a simple majority vote of the Executive Committee.

Attachment F

Proposed AFS Cooperative Research Section—Feedback for AFS Management Committee

The AFS's Management Committee (MC), which is a sub-unit of the AFS Governing Board (GB), considered the petition for a new AFS Cooperative Research Section (CRS) during its monthly call on January 21, 2020. Consideration by the MC is the common process for items that are moving to the GB. The MC has requested additional information to clarify a number of issues raised during the MC discussion:

ISSUE #1

The petition for approval of the CRS included proposed by-laws with a very short statement of mission. While it was agreed that the mission was important and deserved attention, there was a concern that this could be potentially addressed within an existing AFS Section or with possibly slight modifications. Possible hosts might include Marine Fisheries, Fisheries Administration, Fisheries Management or even Science Communications. I can only imagine that the core group proposing CRS has given this thought but the MC was not aware of that and simply would benefit from additional dialogue that would differentiate the role of CRS from these other sections. Please understand that the MC is certainly not opposed to approval of a new section, there is simply concern that it not detract from already existing sections when they at times seems to struggle to stay as active as would be desired. With this in mind, I'd be more than willing to get you mission statement or by-laws of any of these other Sections if that would be of assistance in clarifying the differences among them.

Response:

The CRS will revise its name to be the Cooperative Research with Stakeholders Section (CRSS) to differentiate itself further from other existing AFS Sections. In addition, the CRSS will greatly expand its objective statement in order to differentiate itself from other AFS Sections, as shown below. (Please note that the terms “near-term” and “longer-term” are clarifications for the MC and would be deleted from the final bylaws.)

“Advance the Society’s promotion of scientific research and sustainable management of fisheries resources by encouraging and facilitating research partnerships among scientists, stakeholders, and resource users, especially commercial fishermen/harvesters and recreational anglers. The CRSS promotes varying levels of involvement from participating resource users ranging along the spectrum of cooperation at discrete points in the research process to full collaboration throughout the research process, including citizen science. When done properly, cooperative research can increase stakeholder buy-in to science and decision-making processes and ensure incorporation of local ecological knowledge into fishery management processes. The CRSS aims to increase stakeholder participation in fisheries science and the Society, and to encourage scientists to pursue collaborative research using continuously evolving best practices and lessons learned. Specifically, the CRSS will undertake a variety of important near-term and longer-term activities that currently are not the primary focus of other Society sections, including:

- Supporting on a regular basis innovative annual meeting symposium topics and formats, including panel discussions, to raise the profile of scientists and stakeholders involved in cooperative research, increase general awareness of such research, and share lessons regarding cooperative research successes and challenges (near-term).
- Promoting the integration of fisheries science information end users (including managers and

stock assessment biologists) into cooperative research endeavors to ensure research project success and greater understanding of scientific processes (including stock assessments) among stakeholders (near-term).

- Supporting annual meeting attendance and Society membership for fishermen, anglers, and other collaborative research stakeholders (near-term).
- Partnering with other Society sections to ensure that various aspects of cooperative research are highlighted and enhanced (near-term).
- Developing blogs, webinars, workshops, and continuing education courses to further the objectives of the CRSS (longer-term).
- Leveraging resources from industry partners to increase a greater variety of stakeholder involvement at annual meetings (longer-term).
- Expanding Society membership diversity by exploring additional membership levels for fishery stakeholders including fishermen and anglers (longer term)."

ISSUE #2

As noted in #1 above, there was a brief statement of mission for CRS but little else to describe how CRS will address this mission. Has there been any additional thought given to the initial activities of CRS such as the development of working groups on key topics, special symposiums, development of blogs, webinars, continuing education classes or other means to address the mission. In short, the MC really didn't understand what the CRS will be doing as some of its initial activities. The development of at least some additional materials listing some of the initial activities of the CRS would be of immense help to the MC in understanding the CRS proposal.

Response:

Please see the response to Issue #1. The CRSS would be happy to provide additional details if that would be helpful to the MC.

ISSUE #3

There was some discussion about the partners and stakeholders and the need to better clarify their roles. One aspect of this is that the CRS would only be open to AFS members but the work of CRS requires close cooperation and involvement of groups who wouldn't traditionally be AFS members. Engaging new audiences with AFS would clearly be a good idea and approach but would it require them to become AFS members? Would there be some proposals to create a new way for these partners and stakeholders to become AFS members or affiliated with the Society? It was unclear how the CRS would address this or if this was even an effort that the CRS was planning to address.

Response:

The expanded Section objective statement includes planned activities designed to increase the involvement of non-traditional stakeholders in AFS, including financially supporting and leveraging partnerships to bring stakeholders to AFS annual meetings and/or pay for AFS memberships for these stakeholders. The CRSS also would explore a new membership category for these types of stakeholders, perhaps along the lines of an Early Career membership.

ISSUE #4

There was some concern that the name "Cooperative Research" will have an unintended linkage with the USGS Cooperative Fish and Wildlife Research Units. Indeed, initially a number of MC members

were unclear about this and needed to read the materials closely in order to realize that there was no such connection. It was suggested that there might be a slightly modified name that would prevent such misinterpretations. Unfortunately, I didn't get any suggestions from the group (at least as captured in my notes).

Response:

The Section would revise its name slightly to clarify that it is not linked with USGS Cooperative Fish and Wildlife Research Units, or other similarly named organizations. The expanded objectives statement and bullets should prevent any misinterpretation of this new Section's purpose or affiliations.

Attachment G

Strategic Partners and Partners Advisory Council Proposal

The Challenge

- ❑ Our current suite of institutional membership options (Associate, Official, and Sustaining) are in need of revitalization. One category (Associate) has only one member. Other categories are a mixture of different organizations with no clear differentiation as to purpose.
- ❑ There is no growth pathway built into the institutional membership program that allows entities to move from an entry-level, low benefit, inexpensive category to a more substantial, more engaged level with greater benefits.
- ❑ None of the membership options create an active engagement with AFS leadership. There is no opportunity created to these members to meet with, provide input into, and interact with AFS leaders to both educate and learn from their involvement.
- ❑ We fail to provide a full suite of potential AFS benefits to members at different levels. This causes a loss of opportunity for the member and a loss of revenue for AFS. We're also failing to capture a full representative picture of our community's stakeholders.

Purpose

- ❑ Strengthen the existing institutional membership offerings by allowing organizations to contribute as partners. This approach will provide a channel of knowledge sharing, problem solving, and financial resources for AFS and its partners.
- ❑ AFS hopes this pathway will strengthen our relationship with many of the organizations—government, academic, and corporate—that share in or benefit from the work of AFS and our members.
- ❑ In establishing the Partners Advisory Council, AFS will also eliminate the confusion surrounding access to benefits for those organizations in the Associate, Official, and Sustaining memberships.

Proposal

- ❑ Establish a Strategic Partners mechanism for organizations closely linked to AFS to be engaged in the programming and mission of AFS.
- ❑ Redefine, consolidate and enhance the institutional membership categories currently offered by AFS. This change offers a stronger channel for organizations to collaborate with AFS. The AFS Constitution established an “Affiliate Members” category with two subcategories (Official and Contributing). These two categories are confusing and can be revised to reflect a more appropriate and effective partnership.
- ❑ Establish a Partners Advisory Council for AFS to spark collaboration and solutions in our field.

About Strategic Partners

Partnerships are critical to helping AFS achieve its mission. The programs and priorities important to AFS are possible because of the contributions of expertise, money, and time from our members and partners. The new Strategic Partners options completely replace the existing Associate, Official, and Sustaining options and provide a single framework that employs all of the benefits that a relationship with AFS can confer to these members. It also creates an important pathway for these members to engage with AFS leadership.

The challenge of creating a Strategic Partners program is to develop a suite of options that responds to the needs of different potential members. AFS has the following categories of partners: Federal and state agencies, universities, tribal, NGO, and private industry and trade groups. Creating individual partnership options at multiple levels for each of these categories would create a confusing set of options and be difficult to track. Rather, we are proposing a simple three-tiered approach.

About the Partners Advisory Council

Partners Advisory Council offers the opportunity for representatives of Strategic Partners to join AFS Leadership at a series of events held throughout the year. The goal of this program is to convene leaders from our field in an effort to identify challenges and ignite solutions. Partner Advisory Council Membership is limited to Strategic Partner organizations.

	Platinum	Gold	Silver	Sustaining
Year-Round Visibility				
Company logo linked to the company's website on the AFS and Annual Meeting website.	X	X	X	
Opportunity to sponsor AFS e-newsletter that is delivered to over 20,000 fisheries professionals	X			
Opportunity to participate in a Partners Advisory Council.	X			
Access to programs and promotional offerings limited to AFS Partners Advisory Council.	X	X		
Annual Meeting				
Preferred booth space selection for the following years Annual Meeting.	X	X	X	
Free exhibit booth space and one registration representative at the booth. (One, 10" x10" standard booth)	X			
Discounted exhibit booth rates		25%	10%	
Provide complimentary meeting room space, access to the audience of meeting attendees.	X	X	X	
Inclusion in SPP signage on-site at the Annual Meeting.	X	X	X	X
Recognition in the Annual Meeting program guide.	X	X	X	X
Two complimentary full meeting registrations at the Annual Meeting.	X			
One complimentary full meeting registration at the Annual Meeting.		X		
Three complimentary tickets to Annual Meeting social event.	X			
Two complimentary tickets to Annual Meeting social event.		X		
Additional discounted registration rates for partner employees (at Member rates and/or at set percentage off based on level).	X	X	X	X
Advertising				
Complimentary insertion of one item for the Annual Meeting attendee bag.	X	X		
Complimentary four color full-page ad in an issue of <i>Fisheries</i> magazine. (Your choice of issue)	X			
Complimentary four color half-page ad in an issue of <i>Fisheries</i> magazine. (Your choice of issue)		X		
One featured article/story in a member newsletter.	X			
One email message created by partner, sent by AFS to Annual Meeting registrant email list.	X	X		
Webinar sponsorship	X			
Other				
Discounted rates for bookstore	X	X	X	

Access to the e-book corporate subscription program	X	X	X	
Complimentary job board postings (total limited by level).	X (36)	X (24)	X (12)	X (4)
Online journal access available**	X	X	X	
Complimentary 12-month subscription to <i>Fisheries</i> magazine	X	X	X	X
Memberships included (@ \$95 ea)	X	X	X	

Additional Add-Ons

- Workshops at the Annual Meeting available at the discretion of Continuing Education Committee and AFS Education staff; additional services may be provided related to registration of workshop attendees, marketing of workshop programs, etc.
- Online education session (i.e. webinar) is available at the discretion of AFS Education staff; AFS will provide guidance on session and marketing support, as needed, but the responsibility of programming and content will be on Partner.
- Access to e-book subscription opportunity is limited to Partners. This program is an opportunity to purchase unlimited downloads of all AFS books as e-books.
- Partners have the opportunity to participate in the AFS Hutton Junior Fisheries Biology Program. Partners can either support a Hutton Scholar and/or support a Hutton Scholar or serve as a mentor. The cost per Hutton Scholar is \$5,000. This includes \$4,000 scholarship paid directly the student.
- AFS is building stronger pipelines to recruit the next generation into the field of fisheries. These activities include Hutton Junior Fisheries Biology Program, AFS Student Center, and a high-school member category.
- **Complete online access to all AFS publications is available to AFS members. Each of the levels include at least one full membership. Full library access is available as a separate arrangement through the Wiley, the AFS publisher. **

Attachment H

AFS Strategic Partners Program (SPP)									
revised as of 9/16/2019									
PACKAGES	BENEFITS				PRICING & VALUE				Internal Costs
	Platinum	Gold	Silver	Sustaining	\$7,500	\$3,600	\$1,800	\$500	
Company logo linked to the company's website on the AFS and Annual Meeting website.	X	X	X		priceless	priceless	priceless		Staff time
Opportunity to sponsor AFS e-newsletter that is delivered to over 20,000 fisheries professionals	X				priceless	priceless	priceless		Staff time
Opportunity to participate in a Partners Advisory Council. (but we need to define this!)	X	X	X		yes	yes	yes		basic food or telecom costs
Access to programs and promotional offerings limited to AFS Partners Advisory Council.	X	X			yes	yes	yes		TBD but might include some refreshments
Annual Meeting									
Preferred booth space selection for the following year's Annual Meeting.	X	X	X		yes	yes	yes		n/c
Free exhibit booth space and one registration representative at the booth.	X				\$1,900				\$79 booth cost; ~\$200pp mtg cost
Discounted exhibit booth rates		25%	10%			\$475	\$190		n/c
Provide complimentary meeting room space, access to the audience of meeting attendees.	X	X	X		\$1,600	\$500	\$500		n/c (P&B spend responsibility of Sponsor)
Inclusion in SPP signage on-site at the Annual Meeting.	X	X	X	X	yes	yes	yes		signage might run a few \$000 but very low on per company basis
Half page / quarter page advertisements in annual meeting program guide	X	X			\$1,400	\$800	\$450		essentially \$0 cost as extra space exist
Recognition in the Annual Meeting program guide.	X	X	X	X					essentially \$0 cost as extra space exist
Two complimentary full meeting registrations at the Annual Meeting.	X				\$1,900				~\$200pp direct mtg cost
One complimentary full meeting registration at the Annual Meeting.		X				\$950			~\$200pp direct mtg cost
Three complimentary tickets to the Wed Annual Meeting social event.	X				\$225				~\$50pp direct mtg cost
Two complimentary tickets to the Annual Meeting social event.		X				\$150			~\$50pp direct mtg cost
Additional discounted registration rates (Member rates; total limited by level).	X	X	X	X	+\$200 pp	+\$200 pp	+\$200 pp	+\$200 pp	~\$200pp direct mtg cost
Advertising									
Complimentary insertion of one item for the Annual Meeting attendee bag.	X	X			\$500	\$500			essentially \$0 cost as extra space exist
Complimentary Four color full-page ad in the Annual Meeting special issue of Fisheries magazine.	X				\$2,500				essentially \$0 cost as extra space exist
Complimentary four color full-page ad in any non-meeting issue of Fisheries magazine.		X				\$1,950			essentially \$0 cost as extra space exist
One featured article/story in a member newsletter.	X	X							Staff time
One email message created by partner, to be sent by AFS to Annual Meeting registrant email list.	X	X	X						Staff time
Webinar sponsorship (scaled by level)	X	X			\$1,000	\$250			Staff time
Other									
Discounted rates for bookstore	X	X	X		30%	30%	30%		Indeterminable
Access to the e-book corporate subscription program	X	X	X						Indeterminable probably wont use given the e-book subscription
Complimentary job board postings (total limited by level).	36 postings	24 postings	12 postings	4 postings	\$10,800	\$7,200	\$3,600	\$1,200	Staff time
Online journal access	X	X	X						essentially \$0 cost
Complimentary 12-month subscription to Fisheries magazine	X	X	X	X	\$19	\$19	\$19	\$19	essentially \$0 cost
Memberships included (@ \$95 ea)	X	X	X		\$285	\$190	\$95		essentially \$0 cost
TOTAL VALUE					\$22,129	\$12,984	\$4,854	\$1,219	
Value differential					\$14,629 66%	\$9,384 72%	\$3,054 63%	\$719 59%	
2020 Budget Projections									
	Website Current	Per June Financials		Website Current	Per June Financials	Renew	Upsell	New	
Sustaining	57	57	\$450	\$25,650	\$25,650	\$23,500	\$18,000	\$9,000	assume 10 (or 20%) move to Silver; recruit 5 new Silvers
Official	43	41	\$1,600	\$68,800	\$65,600	\$68,400	\$18,000	\$18,000	assume 5 (or 10%) move to Gold; recruit 5 new golds
Associate	1	1	\$2,000	\$2,000	\$2,000	\$1,800		\$37,500	recruit 5 new Platinum
				\$96,450	\$93,250	\$93,700	\$36,000	\$64,500	
								\$194,200	Total 2020 Budgeted Revenue
								\$100,950	Incremental difference over 2019

Attachment I – Mexico Chapter Dissolution

Proposed Motion for the WD ExCom

Proposed Motion: The Western Division AFS will propose a motion to the AFS Management Committee and Governing Board that the Mexico Chapter of AFS will be dissolved.

Background: The Mexico Chapter of the American Fisheries Society was formed in 2004 as part of the Western Division of the American Fisheries Society. After establishment, the Chapter was active and regularly participating in Western Division Executive Committee meetings, and it hosted the 2014 Western Division annual meeting in Mazatlan, Mexico. The Chapter has held two elections that the Western Division is aware of, and the current Chapter President, to the Western Division's knowledge, is Dr. Agustín Hernández-Herrera. In October 2017, the Mexico Chapter hosted a joint meeting with the Mexico Fisheries Society in La Paz, Baja California Sur and a Western Division representative attended the meeting (Past President Cleve Steward). At this meeting, an election was held, and the following were instituted as officers for 2017 – 2019 (two-year terms as defined in the Mexico Chapter bylaws): Dra. Veronica Morales- Zarate (Past-President); Dr. Agustín Hernández-Herrera (President); Dr. Cesar Augusto Salinas-Zavala (President-elect) and Dr. José Alberto Zepeda-Domínguez (Secretary-Treasurer) (see [Tributary Vol. 41, No. 4](#)). Since that time the Mexico Chapter has failed to communicate with the Western Division and has not participated in any Western Division Executive Committee meetings. Currently only one of the known Mexico Chapter officers (Agustín Hernández-Herrera) has maintained their American Fisheries Society membership and therefore the Chapter is not operating consistent with their Bylaws or the Society Constitution, Rules, and Procedures; the only other officer known to have had an AFS membership is José Alberto Zepeda-Domínguez in 2014. Several Mexico Chapter members have recently expressed interest in continuing to be a part of the American Fisheries Society and the Western Division and have indicated a desire to restart a new chapter. There does not appear to be a clear path forward for reengagement of the existing Mexico Chapter as is, since they have the inability to hold elections with the current noncompliant officers in place. The intent of this motion is to dissolve a defunct and uncompliant Mexico Chapter to allow for the formation of a new Chapter with new officers.

Proposed Motion for the AFS Management Committee (December 2019 Meeting)

Proposed Motion: The AFS Management Committee recommends the AFS Governing Board vote to dissolve the Mexico Chapter of the American Fisheries Society

Background: The Mexico Chapter of the American Fisheries Society was formed in 2004 as part of the Western Division of the American Fisheries Society. After establishment, the Chapter was active and regularly participating in Western Division Executive Committee meetings, and it hosted the 2014 Western Division annual meeting in Mazatlan, Mexico. The Chapter has held two elections that the Western Division is aware of, and the current Chapter President, to the Western Division's knowledge, is Dr. Agustín Hernández-Herrera. In October 2017, the Mexico Chapter hosted a joint meeting with the Mexico Fisheries Society in La Paz, Baja California Sur and a Western Division representative attended the meeting (Past President Cleve Steward). At this meeting, an election was held, and the following were instituted as officers for 2017 – 2019 (two-year terms as defined in the Mexico Chapter bylaws): Dra. Veronica Morales- Zarate (Past-President); Dr. Agustín Hernández-Herrera (President); Dr. Cesar Augusto Salinas-Zavala (President-elect) and Dr. José Alberto Zepeda-Domínguez (Secretary-Treasurer) (see [Tributary Vol. 41, No. 4](#)). Since that time the Mexico Chapter has failed to communicate with the Western Division and has not participated in any Western Division Executive Committee meetings. Currently only one of the known Mexico Chapter officers (Agustín Hernández-Herrera) has maintained their American Fisheries Society membership and therefore the Chapter is not operating consistent with their Bylaws or the Society Constitution, Rules, and Procedures; the only other officer known to have had an AFS membership is José Alberto Zepeda-Domínguez in 2014. Several Mexico Chapter members have recently expressed interest in continuing to be a part of the American Fisheries Society and the Western Division and have indicated a desire to restart a new chapter. There does not appear to be a clear path forward for reengagement of the existing Mexico Chapter as is, since they have the inability to hold elections with the current noncompliant officers in place. The intent of this motion is to dissolve a defunct and uncompliant Mexico Chapter to allow for the formation of a new Chapter with new officers.

Other notes:

From Society Rules

- Dissolution requires 2/3 vote of GB
- If a unit is dissolved its assets and records revert to the Society for disposal in the best interest of the unit's former members or of the Society as decided by the Governing Board
- A petition to form new Chapter must be signed by 25 Active Society members from the geographic area of that Chapter

Motion to table the discussion until the next quarterly meeting of the GB. Moved by Murphy
Motion failed to carry

Original motion passed

Attachment J –

Bylaws of the Kansas Chapter of the American Fisheries Society

~~Section~~ Article 1 - Name and objectives

The name of this organization shall be the Kansas Chapter of the American Fisheries Society, hereinafter referred to as the Chapter.

The objectives of the Chapter shall be those of the American Fisheries Society as set forth in Article I of the Constitution and to encourage the exchange of information by members of the Society residing within the State of Kansas.

The objectives of the ~~Parent~~ Society are as follows:

- a. Promote the conservation, development, and wise use of the fisheries.
- b. Promote and evaluate the development and advancement of all branches of fisheries science and practice.
- c. Gather and disseminate to Society members and the general public scientific, technical, and other information about fisheries science and practice through publications, meetings, and other forms of communication.
- d. Encourage the teaching of fisheries science and practice in colleges and universities and the continuing professional development of fisheries workers.
- e. The Society may undertake any lawful activity to administer its affairs and attain its objectives, alone or in conjunction with others, except as prescribed in paragraph 1.f.
- f. The Society may not undertake any activity that would cause it to lose its exemption from United States federal taxation as provided by Section 501 (c)(3) of the Internal Revenue Code of 1986, in that Section's present or future form.

~~Section~~ Article 2 - Membership

The membership of the Chapter shall include:

- a. General members are individuals who have paid the current dues of the ~~Parent~~ Society and Chapter. Membership entitles them to full voting privileges, serving in governing capacities, and receiving all mailings of the Chapter.
- b. Affiliate members are individuals or institutions who are not members of the Society but have paid the current chapter dues. They are entitled to receive all privileges of general members with the following exceptions. Affiliate members cannot vote, hold office, or serve as committee chairs.

~~Section~~ Article 3 - Meetings

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

~~Section~~ Article 4 – Officers

- a. The officers of the Chapter shall consist of a President, ~~Past-President~~, President-elect, and Secretary-Treasurer.
- b. The President-elect and the Secretary-Treasurer shall be elected at the annual meeting. The Secretary-Treasurer may hold office for a period longer than one year, but the term of the other officers shall be one year. In case of a vacated position, the Executive Committee shall appoint a qualified replacement to fill an unexpired term.
- c. The term of the Chapter officers shall coincide with that of the ~~Parent~~ Society officers where transition is at the time of the ~~Parent Societies' Society's~~ annual meeting. At this time the recently elected Chapter officers will resume their duties with the former President-elect automatically filling the office of President, ~~and the former President automatically filling the role of Past-President.~~
- d. In the event of a cancellation of an annual meeting the officers and the members of any committees shall continue to serve until through the next scheduled meeting.

~~Section~~ Article 5 - Duties of Officers

- a. The President of the Chapter shall preside at all meetings, shall serve as the Chair of the Executive Committee, shall represent the Chapter to the North Central Division and to the American Fisheries Society, and shall make such appointments and perform other duties and functions as are authorized and necessary.
- b. The President-elect shall be Chair of the Arrangements Committee and shall assume the duties of the President in the event of his or her inability to act.
- c. The Secretary-Treasurer shall keep the official Chapter records, collect and be custodian of all Chapter monies, disburse funds as authorized by the Executive Committee or vote of the membership, submit a record of receipts

and disbursements at the annual meeting, and perform such duties as requested by the Executive Director of the American Fisheries Society and the Secretary-Treasurer of the North Central Division.

- d. The immediate Past President shall serve on the Executive Committee and assist the other officers as needed.

Section Article 6 - Executive Committee

- a. The Executive Committee of the Chapter shall consist of the elected officers, the immediate Past President, and other members as may be appointed by the President. Those with voting privileges shall be the President, President-Elect, Past President, and Secretary-Treasurer
- b. The Executive Committee is authorized to act for the Chapter between meetings and to perform appropriate duties and functions.
- c. A quorum is required for transaction of official business at an Executive Committee meeting. A quorum for an Executive Committee meeting shall consist of three of four voting members. Executive Committee members can appoint a proxy.
- d. Each member of the Executive Committee shall have one vote on the Executive Committee decisions. In the event of a tie, the President may cast the deciding vote.
- e. Executive Committee meetings are called by the President.

Section Article 7 - Chapter Committees

- a. Committees and the Chairs of Committees except as listed in Section 5 of these Bylaws, shall be appointed by the President as may be necessary to conduct Chapter activities.
- b. The terms of office for members of the Chapter Committees shall end upon the discharge of the duties for which they were appointed, or at the next annual meeting of the Chapter, or unless reappointed.
- c. The immediate Past President shall serve on the Arrangements Committee, which is chaired by the President-elect.

Section Article 8 - Student Subunits

- a. Student subunits within the Kansas Chapter are defined by individual academic institutions and are maintained under the auspices of the Chapter. They are intended to advance the Society's objectives through involvement of student members at the level of individual colleges and universities.
- b. A petition to create a Student Subunit must be signed by at least 6 General Members and an AFS member faculty advisor at the academic institution. The Chapter shall oversee formation of a Student Subunit.
- c. The Student Subunit operates under the auspices of the Chapter.

Section Article 9 - Voting and Quorum

- a. Decisions at meetings shall be made by a simple majority vote of the general members present, except for Bylaws revisions.
- b. A quorum at the annual meeting for the transaction of official business shall be one-fourth of the general membership of the Chapter.
- c. Business and voting may be conducted via email or electronic media as designated by the Executive Committee.

Section Article 10 – Registration

- a. The Executive Committee may assess each registrant attending an annual meeting of the Chapter a registration fee necessary to cover the costs of the meeting and Chapter activities
- b. The Executive Committee may levy dues for Chapter membership to meet the necessary operating expenses of the Chapter.

Section Article 11 - Amendments of the Bylaws

- a. The Bylaws of the Chapter may be amended by a two-thirds majority approval of those eligible members voting, provided that notice of proposed change(s) is given to the membership at least 30 days prior to a meeting. If voting is done by mail or electronic ballot, 30 days will be given for members to return their ballots. ~~Bylaws amendments will take effect upon approval of the Society's Governing Board.~~
- b. In accordance with the Society Constitution, all amendments shall be reviewed by the Society's Constitutional Consultant for the conformity with the Constitution, Rules and Procedures of the Society. The Constitutional Consultant presents the adopted amendment to the Society's Management Committee for approval.
- c. Bylaw amendments do not take effect until the Executive Director has sent written notice of their approval by the Society's Management Committee.

- d. Chapter procedures may be amended by a simple majority vote of the Chapter's Executive Committee.

Attachment K –

AFS Special Committee on Books



Report to AFS Governing Board Mid-Year Meeting February 24, 2020

AFS Special Committee on Books

Committee Members:

Stephanie Carlson, University of California, Berkeley
Luciano Chiaramonte, Idaho Department of Fish and Game
Dan Isermann, University of Wisconsin, Stevens Point
Mark Pyron, Ball State University
Mike Quist, University of Idaho
Melissa Wuellner, University of Nebraska, Kearney
So-Jung Youn, Michigan State University
Al Zale, University of Montana

AFS Staff:

Doug Austen, Executive Director
Aaron Lerner, Director of Publications
Debby Lehman, Book Production Editor
Kurt West, Book Production Editor

Committee Background

The members of the Special Committee on Books were appointed in 2019 by AFS President Jesse Trushenski to analyze the current state of the AFS books program and make recommendations for its improvement to the AFS Governing Board. The work of this Committee is a continuation of the Reno Publications retreat of 2017 that ushered in the revamping of the AFS Journals program.

Background and Short History of the AFS Book Program

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

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

In 2015 the AFS Online Bookstore began offering electronic versions (PDFs) of the full text of selected books as well as individual chapters. Currently, about half of our 185 titles are available as PDFs. About 12% of book sales are currently electronic, the remainder hard copy. A list of all titles is at: <http://fisheries.org/bookstore/series-type-and-number/>

The book program is self-supporting, and titles are priced to be affordable to AFS members and the public. AFS members receive a 30% discount. AFS publishes many fisheries science titles that are of somewhat limited interest and have fairly low sales potential, and probably would not be published elsewhere. Most titles are produced in-house by two book production editors.

Some Relevant Statistics:

Sales:

2012	2013	2014	2015	2016	2017	2018	2019
\$217,767	\$275,213	\$181,621	\$184,002	\$139,383	\$130,572	\$168,233	\$134,316

New Book Proposals Received:

2012	2013	2014	2015	2016	2017	2018	2019
4	3	2	2	3	6	3	2

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

Number of Books Published:

2012	2013	2014	2015	2016	2017	2018	2019
6	4	4	3	3	3	5	7

Prior to Committee formation, AFS publications staff identified book program strengths and weaknesses.

Strengths:

1. Financially self-sustaining program, and affordable titles.
2. In-house book editors' high level of expertise, and use of latest production techniques.
3. Excellent reputation among fisheries professionals.
4. We serve our primary audience of fisheries professionals. Many AFS titles would be passed up by other publishers (both non-profit and commercial), but they are valued by fisheries professionals.
5. Both print and electronic versions are available for many titles, including the entire book or individual chapters. The cost of producing a hard copy version is incrementally quite small once the book is laid out as a PDF.

Weaknesses:

1. Number of book proposals is down, and most proposals are based on symposia which have the least interest and are the poorest sellers.
2. Declining sales and revenues.
3. Marketing of titles is very limited, and mostly directed to AFS members.
4. PDFs are offered, but there are no e-book options.
5. Minimal effort to solicit new book projects outside established sources.
6. Online Bookstore sometimes crashes or develops functionality problems; no capability to search only the Bookstore (dedicated search capability).
7. Time to publication for some titles has been excessive (3+ years), making the science out of date.
8. Books and individual book chapters are not assigned Digital Object Identifiers (DOI), which means they are not indexed and discoverable like our journal articles.

The Special Committee focused on the following issues:

1. Should Digital Object Identifiers be added to books and book chapters?
2. Should AFS partner with commercial publishers?
3. How can AFS solicit more book proposals?
4. Should AFS offer e-book versions on the AFS bookstore?
5. How do we identify in advance what titles should be pursued? How do we assess the marketplace for needed titles?
6. Should AFS target new audiences?
7. How can AFS better market our books?

The Committee met during conference calls in 2019, and completed work in early 2020. Each Committee member chose one of the above issues to be that issue's "lead," and also selected a second issue to contribute to. This report identifies each issue's lead and secondary member.

Discussion and Committee Recommendation

Issue #1. Adding Digital Object Identifiers (DOI) (Chiarmonte and Quist)

Summary:

DOIs are electronic locators for articles, currently being used by AFS journals and Fisheries, making articles easier to find online and cite.

It was proposed to investigate whether AFS should assign DOIs to all books AND chapters released by AFS; this would help discoverability of chapters, and potentially be more attractive to prospective editors/authors whose work would be more easily found. The estimated cost would not be prohibitive, and many mainstream publishers employ DOIs.

Assigning DOIs to books would introduce a technical challenge needing to be performed by a contractor, but the idea would be to start assigning DOIs to the most recent titles and to work backwards to older titles.

General Discussion:

A DOI is a unique string of characters that identifies a digital or physical object (e.g., book, journal, or other publication). This unique identifier is persistent throughout the life of the object, even though the location or other associated metadata may change. Digital Object Identifiers can be assigned to objects of varying levels of detail (i.e., book, book chapter, article). Various DOI naming systems exist and are assigned by DOI registration agencies (RAs) for the purpose of sharing within an interested user community. Additionally, RAs collect and maintain the metadata and provide services such as reference linking and crosschecking for content similarity. Although there are a number of RAs, Crossref is an RA that focuses on scholarly and professional research content. The Crossref network consists of approximately 2,000 voting members representing over 4,000 societies and publishers. AFS is already a member of CrossRef.

What are the benefits of having DOIs assigned to AFS books?

By having a standardized DOI permanently assigned to each AFS book title and/or book chapter, content can be accessed from and linked to a variety of digital locations. Additionally, each object will have standardized metadata, such as the type of object being described, a Uniform Resource Locator (URL) where the object can be found, links to references in the document, and information about the creators and lifecycle of the object. For example, DOIs can be assigned to each stage of the process of a document's existence, from conceptualization to final publication, with each one being linked to the others.

How can AFS get DOIs for its book program?

In addition to publishing five or more new books per year, the AFS books program currently has 185 titles in its collection. Assigning DOIs to existing material could be accomplished through one of two pathways. The first would be for AFS to assign DOIs to our own content. This option would require AFS to provide and maintain the metadata associated with the DOIs (see fee structure below). The other option would be to contract with a publishing services company (see attached quote from Cenveo) which would generate DOIs and organize the necessary metadata.

How much will it cost AFS to obtain DOI registration for its books?

The following quotes provide approximate costs for updating the current backlog of 185 books with DOI metadata. Assigning DOI content to individual book chapters would increase the overall cost, and the desire to do so may depend on the book.

The following table provides cost information obtained from three companies who offer DOI services. Additional costs not quantified here include digital storage and maintenance.

Company	Service	Unit	Proposed Rate	Estimated cost*
Cenveo Publisher Services	CrossRef XML	per backlisted chapter/book metadata	\$ 0.75	\$ 2,775.00
		per current book	\$ 75.00	\$ 525.00
Thomson Digital	DOI creation	per backlisted chapter	\$ 0.98	\$ 3,626.00
		per backlisted book	\$ 19.60	\$ 3,626.00
	XML coding	per backlisted chapter	\$ 0.75	\$ 2,775.00
		per backlisted book	\$ 15.00	\$ 2,775.00
Impelsys	XML coding	per backlisted chapter	\$ 1.00	\$ 3,700.00
	XML creation with author details and pages numbers	per backlisted chapter	\$ 2.00	\$ 7,400.00

* Assuming 185 backlisted book titles, 20 chapters per book or 5-7 new books per year

AFS is currently a member of the DOI Registration Agency, Crossref, which assigns DOIs. The cost for DOI services are initially estimated to be about \$6,000-7,000 annually, which would be a reasonable cost. AFS is seeking additional estimates that may result in even more affordable options. Quotes include DOIs for both entire books and individual chapters.

Discussion revolved around the value of DOIs to make AFS books more discoverable and the need to set up a web infrastructure to house the DOIs. AFS would need a web site that lists book titles with individual chapters, authors, and abstracts. Additionally, more research would be needed to ascertain how much time would be involved in setting up and maintaining this infrastructure and who would perform the work required.

AFS journals co-publisher Wiley is a possible resource for learning more about book DOIs, as Wiley currently provides DOIs for journal articles. However, the structure of journals is fundamentally different from books. AFS staff discussed with Wiley the potential of co-publishing AFS books while negotiating the journals' contract, but it was found to be financially disadvantageous for Wiley to co-publish AFS books. Unlike AFS journals, our books have always been produced and published in-house.

One of the bidders recommended a package service to assign DOIs and also host and populate a website for holding book chapters. The cost could be considerable and the technology challenges are currently unknown; further research will be required.

Recommendations:

Based on the three quotes obtained, the most cost effective company seems to be Cenveo Publisher Services. We recommend following up with this company in obtaining DOIs for AFS books.

Action Items:

AFS Staff will obtain updated competitive bids from several companies for the cost of work on DOIs for AFS books. Staff will also seek to have the authority to pay for this work through the AFS Publications Endowment Fund without the need to reimburse the Fund.

Determine where the book metadata are stored, who will maintain them, and how they ultimately will be made available. AFS books staff will finalize possible web infrastructures and costs to house the DOIs by August 2020.

Issue #2: Should AFS Partner with Commercial Publishers? (Zale)

Summary:

Other societies partner with commercial publishers to produce and market their books. For instance, The Wildlife Society (TWS) partners with Johns Hopkins University Press, which has been both advantageous and disadvantageous for TWS.

- Pros
 - the production process will not take any staff time
 - a commercial publisher would have greater visibility and marketing abilities and be able to reach a wider readership
- Cons
 - There is a hefty cost associated with the partnership; for example, TWS receives only 10-15% of its book sales profit. In contrast, AFS receives 88%.

General Discussion:

Partnership with commercial publishers comes down to outsourcing versus in-house work. With commercial publishers there seems to be a lack of control and the issue of dealing with the possibility of staff turnover.

When contacting TWS about their experience co-publishing books with John Hopkins University Press, they were overall unhappy with the partnership, were not satisfied with the work, and felt like it has required no less effort on their part. They communicated caution about heading into a similar partnership without very careful contract negotiation.

AFS staff previously spoke with the former TWS Publications Director about their relationship with Johns Hopkins University Press and discovered that they only received 15% of book sales revenue, though there was no cost to them to produce. In contrast, AFS receives 88% of sales, but there are costs (printing, staff time, etc.) that come out of that amount.

AFS staff also described past partnerships with other co-publishers that have been very successful. For instance Thomas Quinn's books on salmon and trout was co-published with the University of Washington Press. In this partnership AFS laid out the book, while University of Washington Press paid printing costs. The financial arrangement included AFS being given a significant number of complimentary copies to sell in our bookstore. More of these joint efforts are seen as a great addition to the program.

Most AFS books tend to be based on symposia and only sell 300-400 copies, but they are considered useful science for audiences of specific subjects. Pricing/fundraising for books can be difficult. How can we ensure that we are pricing well if we're not going with a commercial publisher with a wider reach?

The current practice is to look at the cost of production versus money gained. Aaron requests editors to raise half of the funds for a book's production; many are happy to comply. Though it was agreed that the financial gains are secondary to the scientific value of AFS books, there is still a need to find the right balance between the two.

It was asked if most buyers are buying AFS books out of their own pockets or purchasing through their organizations. Depending on the answer, we may need to re-evaluate our pricing to match how buyers are paying on average.

In a way, this question comes down to outsourcing versus maintaining in-house capability. Outsourcing is good for tasks that are not part of an organization's core mission, need to be done quickly or intermittently (or both), and/or require specialized expertise (or very broad expertise) or equipment that the organization does not possess (and that would be costly to maintain between tasks). Not maintaining in-house expertise allows permanent staff to focus on other, more important things that are central to the organization's core mission. Administrative tasks (HR, cleaning, bookkeeping), marketing, social media, and customer support seem to be the kinds of things that often get outsourced.

Drawbacks of outsourcing include lack of in-house expertise, lack of specific technical knowledge by contractors, lack of knowledge of an organization's culture or membership, inconsistency as contractor personnel change, and a lack of control over a product or service.

Book production is seen by many as a core mission of the Society. Working with ephemeral production staff whose understanding of the fisheries discipline is minimal could present challenges. How important are books in the larger scheme of things at AFS?

Editorial contacts at TWS do not have good things to say about their experience with Johns Hopkins University Press. The workload has not decreased (e.g., copyright requests and indexing are still being performed by volunteer editors, expertise is deficient, e.g., image processing, work and cooperation are inconsistent as personnel change, instructions need to be extremely explicit, some work is sloppy, and TWS is receiving much less money.

The last insult was that some publishing is being subcontracted out by Johns Hopkins to another publisher, increasing the separation between TWS and the entity doing the work. Johns Hopkins' marketing on the web looks pretty good though.

On the other hand, other experiences by these same folks (albeit not re TWS) with other, smaller, more local publishers have been better. Minimal staff turnover that allows long-term working relationships to develop between editors and production staff appears to be a vital characteristic of such successful partnerships.

Questions:

What is the interest of publishing companies in addressing small print-run books? These are a staple of AFS books program.

Have we done a recent financial review of the books program to ensure that we are running it as a profitable component of AFS? This would impact pricing of books and fundraising associated with book publishing.

Regarding the collaboration with other publishers and the attractiveness, or lack thereof, of AFS books to publishers, is it worth focusing on working with publishers from universities that share the same natural resource values as the AFS, such as Oregon State University Press?

Recommendation:

AFS Books should not seek full partnerships with commercial publishers due to the lack of benefits to the overall program. However, cooperative partnerships with motivated individuals, smaller publishers, university presses, and other likeminded science societies (such as CASS), can be mutually beneficial. These limited partnerships should be actively pursued by AFS.

Additional recommendation (Austen)

AFS should complete a financial audit of its Books Program to fully document and understand the entirety of program costs. This audit should also evaluate AFS books pricing and the new e-books group purchase program.

Issue #3: AFS Book Solicitation (Wuellner/Isermann)

Summary:

- Currently, well before AFS annual meetings, all Annual Meeting symposia organizers are approached by AFS staff about the possibility of publishing their symposium in AFS publications – this translates to 2-3 book proposals a year.
- More and more books on fisheries science are published by commercial publishers – perhaps because they offer royalties and have a wider reach.
- How do we get authors to think of AFS books first when they are interested in publishing?
- Comments/Suggestions:
 - o Survey people who recently published with AFS to find out what they valued in choosing AFS books.
 - o It could be beneficial to obtain hard data on the differences between AFS and other publishers.
 - o There is a big push in universities to use electronic media in order to keep costs down for students. Key AFS books offered in an electronic format could lead to greater demand from universities, although many AFS titles are so specific in subject that they may only be of interest for graduate studies.
 - o *The Behavior and Ecology of Pacific Salmon and Trout* by Thomas Quinn was cited as an example of publishing jointly with a university press; it may be worth looking into further joint-publishing ventures. Though they may not be as profitable for AFS, it would be beneficial for circulating the AFS brand.

General Discussion:

Solicitations were broken down into questions about Potential Audience and Potential Authors to help determine how to gain relevant book proposals and attract potential authors to publish with AFS.

It was suggested that soliciting other publishers for co-publishing book titles, especially for joint works that could have a greater impact. Other similarly-focused societies could have huge overlap of interest with AFS and find it mutually beneficial to co-publish.

Some authors report that they have been approached by other publishers to publish their presentations with them, suggesting AFS should adopt a similar strategy for our annual meetings. AFS staff stated they invite symposia organizers to publish with AFS (as a journal special section, Fisheries synthesis, books, etc.) and are currently looking into what more to do. Meeting solicitations are fairly intense. It's a draw for authors to publish in different venues.

It was suggested that symposia books tend to be less available, harder to find, and less citable; perhaps authors are less desirous to publish their papers.

One of the advantages for authors publishing with AFS Books is that it is completely free (with the exception of color printing); there are no page charges, unlike the journals.

Surveying AFS members for desired book titles was mentioned. This has been done in the past and the resulting answers were very generic, perhaps because past surveys were too open-ended, allowing for free-form answers. It was suggested that there should be follow-up with past authors to gain feedback on their experience with AFS book publishing.

Historically, proposals for new books published through AFS have originated through many pathways. Often, individuals or AFS units wish to publish on a certain subject area or to provide a textbook for students. Examples of such solicitations include *Foundations in Fisheries Science* proposed by two AFS members and published in 2014, and *Biology, Management, and Culture of Walleye and Sauger* proposed by the Walleye Technical Committee of the North Central Division of AFS published in 2011. Additional proposals originate from organizers of AFS symposia at annual meetings or organizers of special AFS symposia who plan to publish papers and abstracts from these events. Examples of such works include *Conservation, Ecology, and Management of Catfish* published in 2011 and *Advances in Fish Tagging and Marking Technology* published in 2012.

In recent years, the number of new books published from AFS symposia has declined. In fact, AFS symposia result in only a couple of books annually. Further, sales of many books produced by symposia are low compared to other AFS books (e.g., *Fisheries Techniques*, *Inland Fisheries Management*). Collectively, these trends raise several important questions, both for the potential audience and potential authors. Each question may be addressed through a variety of avenues.

Audience:

1. What factors contribute to sales of symposia books?
 - a. Are there certain symposia topics that would generate books of interest to the wider AFS membership?
 - A survey of AFS members could be developed to identify possible topics based on readers' interests.
 - Request that AFS units (e.g., Education Section; Fisheries Management Section) take initiative to identify possible topics and titles.
 - b. Are AFS books reaching a wider readership outside of AFS membership?
 - Data on readers' membership status could be explored to evaluate reach. Further, members of other aquatic societies could be polled to see if AFS books are among those in their professional library.
 - c. Should sales be the only metric by which to select and evaluate the "success" or impact of AFS books?
 - Other metrics to measure impact may include citations, book reviews, and feedback from those who have purchased the book.
 - d. Should a new process for soliciting and evaluating AFS book proposals be created?
 - A joint special committee of AFS staff, members of the AFS Publications Oversight Committee, and possibly members of the Society at large could explore possible options for soliciting book proposals, including the options listed under the ideas for generating books of interest as noted in #1a above.

Authors:

1. What factors prohibit potential authors from publishing books with AFS?
 - a. Is the time invested in the publication process too long for many authors to consider?
 - Authors of previous AFS books can be interviewed to request information on the time invested in the publication process and to provide suggestions to potential authors on increasing efficiencies in the publication process.

- b. Are revenue sharing agreements with other publishers providing a greater incentive to publish outside of AFS? Should AFS partner with other publishers to develop joint-publishing ventures?
 - Authors of fisheries books published outside of AFS should be interviewed in order to find out why they chose to publish with another publisher.
 - Contact aquatic societies (e.g., those in the Consortium of Aquatic Science Societies and beyond) for interest in advertising to their membership or to attract potential book ideas and authors. Develop co-publishing agreements with these societies as appropriate
- c. Are authors aware of the benefits of publishing with AFS relative to other publishers?
 - Develop a brochure or other materials to provide to potential authors to market the AFS books program. This could be sent to all symposium chairs, potential authors, etc.
- d. Is the push from many universities to provide open education resources (OER) to students for low- or no-cost creating a disincentive for those in academia to publish in AFS?
 - A survey could be developed with the assistance of the AFS Education Section to find out whether current trends in OER are affecting their choice of textbooks for the classroom or deterring them from publishing their course works or manuals with AFS.

Recommendations:

Audience:

1a. Develop a survey of AFS members to identify possible topics based on readers' interests. (Responsible parties: Book Committee in partnership with AFS staff)

Request that AFS units take initiative to identify possible topics and titles. (Responsible parties: All AFS Sections and Divisions)

1b. Data on readers' membership status could be explored to evaluate reach. Further, members of other aquatic societies could be polled to see if AFS books are among those in their professional library. (Responsible parties: Book Committee in partnership with AFS staff)

1c. Identify appropriate measures of impact (e.g., citations, book reviews, and feedback) from book purchasers. (Responsible parties: Book Committee in partnership with AFS staff)

1d. Explore possible options for soliciting book proposals, including the options listed under the ideas for generating books of interest as noted in #1a above. (Responsible parties: A joint special committee of AFS staff, members of the AFS Publications Oversight Committee, and possibly members of the Society at large)

Authors:

1a. Interview authors of previous AFS books to request information on the time invested in the publication process and to provide suggestions to potential authors on increasing efficiencies in the publication process. (Responsible parties: Book Committee in partnership with AFS staff)

1b. Authors of fisheries books published outside of AFS should be interviewed in order to find out why they chose to publish with another publisher. (Responsible parties: Book Committee in partnership with AFS staff)

Contact aquatic societies (e.g., those in the Consortium of Aquatic Science Societies and beyond) for interest in advertising to their membership or to attract potential book ideas and authors. Develop co-publishing agreements with these societies as appropriate. (Responsible parties: Book Committee in partnership with AFS staff)

1c. Develop a brochure or other materials to provide to potential authors to market the AFS books program. This could be sent to all symposium chairs, potential authors, etc. (Responsible parties: Book Committee in partnership with AFS staff)

1d. Develop a survey to find out whether current trends in OER are affecting their choice of textbooks for the classroom or deterring them from publishing their course works or manuals with AFS. (Responsible parties: Book Committee in partnership with the Education Section and AFS staff)

Recommendations:

AFS staff should work with AFS Unit representatives, members of the POC, and members of the Society at large to explore options for soliciting new book proposals. This group should research the factors contributing to book sales while also utilizing other methods of data gathering (e.g. Altmetric <https://www.altmetric.com/products/books/>) to determine what topics would yield high interest.

The group should research the factors affecting author decisions to publish with AFS. The main factors currently identified are: 1) time investment to publication, 2) the effect of publishing partnerships, 3) author awareness of the benefits of publishing with AFS, and 4) the possible competition of universities' open education resources.

A brochure of the books program has recently been developed. This and other material should be created and distributed to potential authors, AFS Units, and symposium chairs to increase awareness of the AFS books program and its benefits.

Related Action Items:

----Create a more tailored survey to identify subjects of interest; survey AFS book editors/authors to find out why they chose to publish with AFS and their experiences publishing with us.

--Ask AFS units to identify possible book topics and titles.

--Discuss co-publishing with other societies.

Issue #4: E-books and Open Access (Carlson and Wuellner)

Summary:

Currently 95 titles are available as PDFs, but these have limitations and are not the same as e-books, which are desired by universities and students.

E-books would be more functional for tablets and mobile devices, though the production time would be about the same as a printed book.

Greater attention needs to be paid to what the education sphere is valuing in e-books.

General Discussion:

Electronic books are viewed as being more useful over traditional books due to their ability to be taken anywhere and be interactive.

Due to the attractiveness of Open Access publications, some librarian groups are willing to help organizations move to open access publications. Open Access would require AFS to use a different funding model. Would chapter authors or volume editors pay for publication?

The difference between e-books and PDFs came up in discussion. PDFs are unusable on e-readers, etc. and lack the interaction ability. E-books are also attractive for students because of the cheaper cost and greater availability.

The issue of providers and how an AFS e-book would work was discussed, focusing on the different options available, such as non-permanent files and expiring time limits to use the content.

It was suggested that library subscriptions are more important to students and those affiliated with universities. People want things to be on their computer more, but the issue is having the money to pay for the services. AFS will need to find the right transition to the new mentality.

It was also suggested that certain books with the right funding should be made open access; this is already being done in a limited sense with some Mangroves as Fish Habitat book chapters. The option for open access needs to be made known and available to those publishing with AFS; currently it is not known.

Overarching issue

The changing landscape of how people access books and information leads to several questions: What does a modern AFS book program look like? How can AFS increase both impact and reach, including reaching people outside the Society?

What are e-books?

Electronic books (e-books) are books available in a digital format that can be read on a computer or handheld device. Some e-books are produced in tandem with a print version of the book, whereas in other cases only the electronic version is produced.

Some of the advantages of e-books include immediate access, portability, readers can take notes (e.g., underline, mark text), searchable text, and they are environmentally friendly.

How do e-books connect to Open Access (OA) publishing?

E-books are often available to libraries via e-book licenses, and other times made available via open access (OA). Publishing OA holds potential for increasing the reach of AFS even beyond simply offering books in a digital format. With the rapidly changing publishing landscape, it seems prudent for AFS to consider options for OA publishing. There are various funding models for supporting societies that want to make the leap to OA publishing (see below).

Should AFS be considering OA publishing models?

We found some interesting information about OA books from the [UC-Berkeley scholarly communications website](#), including this information on the Luminos program: “University presses’ funding models for financing OA books are innovative and evolving. [UC Press’ Luminos](#) program, for instance, is formulated as a partnership in which costs and benefits are shared by member organizations. Many academic publishers also offer a print or print-on-demand version of the book for sale to readers who prefer hard copies, further enabling cost recovery through traditional print sales.”

Another resource relevant to our group is [TSPOA](#) – Transitioning Society Publications to OA. This group offers consultation to scientific societies that are considering transitioning to OA. From the TSPOA website, I found this checklist for consultations about transitioning journals (ebooks) to OA, many of the items included on this checklist are highly relevant to our discussions:

<https://osc.universityofcalifornia.edu/wp-content/uploads/2019/02/UC-OSC-Checklist-for-Journal-Flipping-Conversations.pdf>

Interesting model for relationships between publishers and universities - Cambridge University Press open access publishing deal:

<https://osc.universityofcalifornia.edu/2019/04/cambridge-uc/>

Recommendations:

1 - AFS should provide a menu of publishing options and associated costs. e.g., one option for authors is to publish open access, either partially (e.g., particular chapters) or fully OA.

2 – AFS Publications staff should contact TSPOA. They provide a checklist of items (link is included above) to help jump-start the conversation about transitioning to OA, publishing but answering the questions requires intimate knowledge of the AFS Books program.

[Carlson] I believe all of Doug's questions will be answered if you follow up directly with TSPOA

Action Items:

AFS received a quote of .71 cents per page to create an e-book in ePub3 and mobi e-book formats. AFS should implement e-book format for books beginning with the next published AFS title.

Publications Staff should contact TSPOA in order to research the feasibility of transitioning future AFS e-books to an Open Access publishing model.

Issue #5: Identifying New Book Titles (Pyron and Youn)

Summary:

- A 2017 survey seemed inefficient in capturing what future AFS titles were needed as many of the responses that came back were very generic.
- It was discussed whether a new, more specific survey was needed or if instead interviews should be conducted as a way to assess what new AFS titles should be pursued.

- Perhaps AFS should look further into co-publishing with other conservation societies or groups (e.g. the Consortium of Aquatic Science Societies (CASS)).

General Discussion:

AFS publishes many fisheries science books, however proposal submissions for new titles is low. Current sales are down. The 2017 AFS survey of book purchasers, members, and authors resulted in a long list of desired subject areas but few specific book needs.

Challenges: Identify authors and titles that will be successfully published and marketed. How do we gain the market share of books that AFS should be publishing?

Selling AFS books on Amazon was discussed. AFS staff discussed talking with AFS fellow tenant ASPRS about their experience selling books on Amazon. They were largely unimpressed with their book sales through Amazon; they currently sell 5-6 times more books directly from their website. Perhaps greater marketing is needed to make selling through Amazon effective.

Working with AFS Sections and students to identify book title needs was suggested. AFS should be proactive in finding new titles rather than reactive.

Regarding moving to a print-on-demand structure, AFS staff says that the unit cost of printing has gone down with most of our books being printed digitally, so the current costs are very reasonable.

Action Items:

Survey of academic faculty may result in more specific needs for fisheries/ecology/other courses.

Solicit book titles from potential authors (AFS members) through a website application process. Include details about needs, rewards to author (royalties), and time expectations.

Modify marketing. Social media announcements of new titles (Facebook, Twitter). Sell online at Amazon.

Would printing only when orders are on demand save money? Many publishers no longer stockpile books, but print them as orders are received.

Additional thoughts:

Other than outreach by AFS staff to symposium chairs before the annual meeting, our books program is mainly responding to incoming book proposals. There is no thoughtful, pro-active society-wide engagement to identify needs and opportunities. Virtually every AFS section has the expertise to identify needs and opportunities in their field. While a survey is helpful, it rarely elicits the specificity needed to move to a book proposal phase. We need to develop a more effective internal AFS process to proactively identify book needs, authors, and a schedule of development and production. This could be established at the Governing Board level, through a Presidential request, or other means.

We have observed fisheries books published by other entities that could have been AFS products. This has included a number of Fishes of XXX state, proceedings, textbooks, etc. How can AFS position itself to be more of a "top-of-mind" publisher for all fisheries and aquatic science related books? Is better marketing, web site, awareness needed?

AFS is currently a lead member of CASS (nine aquatic focused science societies). Many of them have book publishing authors but we don't reach out to them. Can we construct some form of marketing to CASS partners? Would we need to create a new publishing imprint "Aquatic Science Books," "CASS publishing" etc.?

Contact aquatic societies for potential authors.

Recommendations:

AFS Publications staff, in cooperation with persons with survey creation experience, should create and distribute a survey to academic faculty to help determine if there are any gaps or needs in book titles for fisheries science or ecology courses.

AFS staff should develop a section of the AFS website dedicated to information about AFS book publishing, which would also include time expectations, author incentives (royalties), book title needs, and a web application for potential authors to submit book proposals.

AFS staff should work with AFS Sections to identify possible new titles.

AFS Staff should continue to seek joint-publishing projects with partnership groups and other societies. The Books Program should not seek to sell through Amazon, as the sales benefits and marketing impact would be low.

Issue #6: Targeting New Audiences (Isermann and Quist)

Summary:

- The possibility of focusing efforts on new book titles that would appeal to laypersons who are interested in fish but are not necessarily fisheries professionals received much support. It was suggested that there are many members of AFS who would be able to lead such projects and be able to write material for lay audiences.

General Discussion:

One of the new target audiences for AFS books is lay audiences, which comes with its own challenges, such as competition with other (more mainstream) publishers, requiring more competitive author royalties to attract authors, as well as different expertise, etc.

Another possible audience mentioned was educational outlets outside of the university setting, such as material distributed among people doing a workshop or a weekend outing. The writing would perhaps be less rigorous, though it's unclear what kind of revenue this would return.

The question arose about how important royalties are to potential authors. This could be less important to those writing for their job duties, but could also be a strong incentive to publish with AFS.

According to AFS staff, AFS has gotten a few requests for book royalties; we are willing to pay royalties, but the requests haven't been made very often.

The commercial success of many books focused on the biology, life history, and management of fish and wildlife species indicates there is a viable market for books covering these topics. Many of these titles have even appeared on the New York Times best seller list. Examples include "*The Founding Fish*", "*The Secret Life of Lobsters*", and "*Cod: A Biography of the Fish that Changed the World*." AFS could possibly "break into" this market, but there are likely several potential obstacles:

- Other publishing companies are producing books of this type. Whether AFS can compete with these other publishers in attracting contributions from authors is likely dependent on AFS's ability to market the product and provide adequate author royalties. Selling authors on using AFS as a publisher for this type of writing may require significant effort. These authors may not be AFS members or fisheries professionals.
- This type of text may require additional editorial expertise, specifically in terms of identifying titles that are likely to be profitable. Additionally, editing for scientific journals and textbooks is quite different than editing material for general public consumption. This may require additional staffing.
- AFS members who might author this type of work may be more willing to publish through AFS rather than some other outlet, but that could still depend on royalties and whether or not the book has a viable chance of being picked up by another publisher. There may also be issues with accepting royalties for authors that are state or federal employees.

We may be able to develop partnerships with specific groups (e.g., Trout Unlimited, Bass Anglers Sportsman's Society, Tarpon and Bonefish Trust) to develop and market texts that may be of interest to a broader audience than merely fishery biologists and scientists.

- There may be a need for website upgrades if AFS decides to develop and market more books.

Another possible avenue might be to provide books that would be used by educational outlets outside of the university setting; outlets could include grade school, high school, and various nature-focused learning initiatives. These books could encompass a variety of formats, including introductory texts written at a level that is less rigorous than say *Fisheries Techniques* or *Inland Fisheries Management* that might be used in a university classroom setting. Similarly, smaller texts that cover fish life history or the basic tenets of fish management might be marketable to learning programs that offer short courses to the public on certain ecological or biological topics (e.g., environmental education programs). However, this type of publication may not generate much revenue, but would likely increase name recognition of our organization.

We envision that this approach would require production of small booklets (maybe 10-15 pages) that would describe in simple terms how and why fish biologists collect information on fish populations and how this information is used to determine appropriate management actions.

- This market seems like an important one to tap. There is an acute lack of knowledge and awareness about what it is that fisheries professionals do and about the natural systems that we study and manage. By creating publications that can translate some of the material in the two aforementioned titles into concepts that can be understood by school children, we can get people interested in our professions at an earlier age, or at least educate them better on the importance of aquatic systems and the stewardship of those resources.
- Explore development of strategic partnerships with organizations with similar interests. As noted in other comments, AFS is a lead partner in CASS and this might create opportunities. AFS is working on an initial effort with Trout Unlimited (TU) to more broadly market the new Trout and Char of the World book. With TU's vast audience as well as substantial staff of scientists and managers, there certainly are other opportunities to explore. Are there similar opportunities with other fisheries groups such as Bonefish and Tarpon Trust, etc.?

Recommendations:

The AFS Books Program should pursue titles directed towards lay audiences and educational outlets outside of university-level learning. AFS Books must incentivize potential authors to publish with AFS, as AFS books will need to be able to compete with larger publishers that are already established in these markets.

AFS Books should seek partnerships with other societies and membership organizations in publishing/marketing broad interest content for the general public.

AFS should heavily advertise that the Books Program is interested in publishing the above types of titles, and create interest for potential authors.

Issue #7: How Can AFS Better Market Our Books? (Youn and Zale)

Summary:

- Currently, new book titles are promoted through social media and ads in *Fisheries* magazine. The same media is used to solicit proposals for new book titles.
- Publications catalogs are distributed with hard copy book orders, and catalogs are updated annually.
- Comments/Suggestions:
 - It was agreed that a strategy is needed to market AFS books to potential readers outside of the Society's normal sphere.
 - The possibility of looking into external outlets for book sales – such as Amazon – as options for boosting the books' visibility is suggested.
 - It is also suggested that a survey should be conducted on purchaser information and needs.

Current Marketing Strategy

New book titles published through AFS are currently promoted via AFS social media channels and ads placed in *Fisheries* magazine. Additionally, publication catalogs are included with orders of hard copy books. These publication catalogs are updated annually. Although the AFS Books program is financially stable, over the past 7 years there has been a decline in book sales and thus the revenue generated from the program. Marketing of AFS books is rather limited and primarily directed toward current AFS members. An additional hurdle is the lack of marketing expertise among the Publications Department staff.

Strategies for Changing the Marketing Strategy

At our previous conference call, three strategies were suggested for changing the marketing strategy. The first strategy is to market AFS books to audiences outside of current AFS members. The second strategy is to use an external outlet, such as Amazon, for book sales. The third strategy is to conduct a survey among purchasers of AFS titles to determine how purchaser characteristics and needs affect which titles are purchased and why. These strategies can be implemented individually or in combination.

Marketing AFS books to audiences outside of current AFS members could be one way to increase sales. Many of the current book titles, however, are fairly technical in scope and would perhaps be of limited interest to non-fisheries

professionals. As a result, trying to identify new audiences for current AFS titles may be difficult. Marketing future AFS books to new audiences may be easier to accomplish, and overlaps with the Targeting New Audiences issue identified in the conference call.

Another suggestion is to boost the visibility of AFS books by using an external outlet, such as Amazon, for book sales. Seller accounts on Amazon vary from \$0.99/sale to \$39.99/month. In addition to the cost for having a seller account, there are also costs for fulfilling orders (e.g., shipping books to customers). Order fulfillment could be done by AFS or via participation in the Fulfilled by Amazon (FBA) program. The FBA program allows sellers to ship all books to an Amazon fulfillment center and then have Amazon take care of the rest of the sale. In addition to the cost of shipping books to the fulfillment center and fees for storing books at the fulfillment center, there are several other costs (e.g., Amazon Referral Fee, sale closing fee, FBA fulfillment fees) added on to the sale of each book through Amazon. As a result, the potential profit margin for selling through Amazon may be relatively low. The third suggestion is to conduct a survey of people who have previously purchased AFS books. This survey would collect information on who purchases AFS books and their needs for published materials. A survey would be relatively easy to conduct since AFS has information on book purchasers. Developing a survey may be more difficult because we have very little background data on why books are purchased or how they are used once purchased. A survey combined with in-depth interviews with key informants may be more useful in obtaining the information we need.

Recommendations:

Create a tailored survey to identify subjects of interest; survey purchasers of AFS titles to determine how purchaser characteristics and needs affect which titles are purchased and why; and survey AFS book editors/authors to determine why they chose to publish with AFS and their experiences publishing with us.

Attachment L – Financial Report



Financial Update

Governing Board Meeting

Little Rock, AR February 24, 2020

Presentation Topics

- Initial 2019 Results
- 2020 Leading Indicators
- Investment Committee Report

AFS FINANCIAL UPDATE FEB 2020

Initial 2019 Results - Income

Program Area	2019	Budget	Variance
Investments	\$744,000	\$160,000	\$584,000
Membership	554,000	514,000	40,000
Meetings	1,172,000	1,678,000	(506,000)
Publications	1,261,000	1,368,000	(107,000)
Hutton	189,000	150,000	39,000
Other grants	93,000	157,000	(64,000)
Education	38,000	33,000	5,000
Other programs	91,000	51,000	40,000
Total Income	4,142,000	4,111,000	31,000

AFS FINANCIAL UPDATE FEB 2020

Initial 2019 Results - Expense

Program Area	2019	Budget	Variance
Administration	443,000	382,000	(61,000)
Staff Costs	2,102,000	2,197,000	95,000
Membership	155,000	115,000	(40,000)
Meetings	514,000	1,008,000	494,000
Publications	172,000	198,000	26,000
Hutton	110,000	123,000	13,000
Other grants	66,000	108,000	42,000
Education	21,000	12,000	(9,000)
Other programs	76,000	72,000	(4,000)
Total Expense	3,659,000	4,215,000	556,000
Net Change	\$483,000	\$(104,000)	\$587,000

AFS FINANCIAL UPDATE FEB 2020

2019 Notes

- Figures are pre-audit and have not been finalized internally
- Awaiting year-end royalty from Wiley (2018 = \$136,000)
- Program areas do not include staff cost allocations

AFS FINANCIAL UPDATE FEB 2020

2020 Leading Indicators - Membership

Renewals by Member Type						2020/2016
	2020	2019	2018	2017	2016	% Change
Regular	2,374	2,180	2,044	2,283	1,998	119%
Early Career	461	430	507	544	366	126%
Student	556	701	558	636	540	103%
Retired	389	356	276	299	184	211%
Low/Middle	30	28	28	25	14	214%
Totals	3,810	3,695	3,413	3,787	3,102	123%



AFS FINANCIAL UPDATE FEB 2020

2020 Leading Indicators - Membership

Membership	(% of total renewing members)				
Composition	2020	2019	2018	2017	2016
Regular	62%	59%	60%	60%	64%
Early Career	12%	12%	15%	14%	12%
Student	15%	19%	16%	17%	17%
Retired	10%	10%	8%	8%	6%
Low/Middle	1%	1%	1%	1%	0%
	100%	100%	100%	100%	100%



AFS FINANCIAL UPDATE FEB 2020

Investment Committee (IC) Report

Recall, the IC shared observations last year about potential ways AFS might improve overall financial management. These included:

1. updating financial and investment policies in the AFS Procedures Manual
2. improving the dissemination of financial information to the MC to inform their understanding of financial management in the context of AFS programs and member benefits
3. strengthening communications among the MC, IC and audit committee.

AFS FINANCIAL UPDATE FEB 2020

Investment Committee (IC) Report

In January, the management committee members (MC) were asked to complete a survey from the investment committee (IC). The survey is an initial step in the IC's work assisting staff with updating financial procedures and reports.

AFS FINANCIAL UPDATE FEB 2020

Investment Committee (IC) Report

Summary survey results-

- MC members are aware of their fiduciary responsibilities
- prefer more information about long-term operating trends and financial conditions over multiple periods
- Would like to see financial policies reviewed no less frequently than in conjunction with revisions to the strategic plan.

AFS FINANCIAL UPDATE FEB 2020

Investment Committee (IC) Report

Next steps ...

1. share and discuss survey results on the March 16 MC call
2. begin revising financial reports for the MC to consider
3. propose a timeline and process for completing its review of financial and investment policies with staff
4. prepare a set of revised financial reports, policies and related recommendations for the MC / Board to consider adopting at its August 2020 meeting

AFS FINANCIAL UPDATE FEB 2020

Attachment M – Affiliate Member Motion and Background

Draft motion submitted for further discussion on the issue of Chapter Affiliate Membership

Draft Motion:

An AFS special committee comprised of division and chapter representatives will be charged by the AFS President to report back to the Management Committee and Governing Board, as appropriate, before or at the 2020 annual meeting in Columbus on, but not restricted to, the following actions:

1. AFS membership should be encouraged for all chapter affiliate members and the Special Committee will work with AFS staff and the AFS Membership Committee to develop membership marketing materials that will be given to all affiliate members at chapter meetings or through whatever means each chapter determines to be most appropriate.
2. All chapters will create an annual meeting registration rate differential that encourages AFS membership.
3. AFS will actively encourage chapter membership to those members who do not select a chapter membership as an option upon new membership or renewal. The AFS registration web site will be modified to suggest that each registrant who hasn't defined a chapter for membership select a chapter membership option with their state of residence being the default.
4. Chapters will submit to AFS by August 1 of every year their list of chapter affiliate members. If not submitted their dues rebate will be withheld. It is recognized that 13% of AFS dues are rebated to the divisions (10%) and chapters (3%) based on the number of General Members (excluding Student Members, Life Members, Senior Members, and Honorary Members). Clearly, AFS membership financially benefits chapters and divisions.
5. AFS will research and provide a report to the Management Committee on development of software tools that will provide meeting management capacity (e.g. registration, etc.) to "host" meeting registration for chapters, and/or membership registration for chapters that would allow the "affiliate-only" option. AFS should similarly research and report on the development of Chapter financial management software to better support complete and professional financial management in a consistent and transferable manner.

Background:

The Society recognizes that many AFS chapters and student subunits maintain an affiliate option for chapter membership as a result of tradition or for other reasons. Yet there are also several highly successful chapters that do not offer an affiliate option and maintain strong membership numbers. Advancing compulsory AFS membership has been determined to not be in the best interest of the chapters at this time. However, the value of AFS membership and efforts to strongly encourage AFS membership has clear benefits for chapters, the Society and the profession.