

# **American Fisheries Society Governing Board Meeting**

August 19, 2017

Marriott Waterside, Tampa, FL

## **Minutes of the Meeting**

### **Participants:**

#### **Governing Board Members**

Joe Margraf – AFS President  
Steve McMullin – President-Elect  
Jesse Trushenski – First Vice President  
Scott Bonar – Second Vice President  
Ron Essig – Past President  
Jason Vokoun – President Northeastern Division  
Justin Davis – President-Elect Northeastern Division  
Mark Pyron – President North Central Division  
Wes Porak – President Southern Division  
Craig Bonds – President-Elect Southern Division  
Cleve Steward – President Western Division  
Brian Missildine – President-Elect Western Division  
Mark Fincel – President Education Section  
Zack Penney – President Equal Opportunities Section  
Karin Limburg – President Estuaries Section  
Carl Kittel – President Fish Culture Section  
Ben Lafrentz – Vice-President Proxy Fish Health Section  
Ken Kurzawski – President Fisheries Administration Section  
Julie Defilippi Simpson – President Fisheries Information and Technologies Section  
Randy Schultz – President Fisheries Management Section  
Wendylee Stott – President Genetics Section  
Julie Clausen – President International Fish Section  
Bill Steward – President Introduced Fish Section  
Patrick Lynch – (Proxy for Cynthia Jones) Secretary Treasurer Marine Fisheries Section  
Susan Edwards – President Physiology Section  
Keith Criddle – President Socioeconomics Section  
Andrew Todd – (Proxy for Yushun Chen) President-Elect Water Quality Section  
Clint Lloyd – President Student Subsection of Education Section  
Mike Garelo – President Bioengineering Section  
Rebecca Krogman – President-Elect Fisheries Information and Technology Section  
Tom Bigford – President Fish Habitat Section  
Steve Cook – (Proxy) Canadian Aquatic Resources Section  
Tom Lang – President-Elect Fish Habitat Section

## **Guests**

Brian Murphy – Incoming Second Vice President  
Derek Aday – *Transactions* editor  
Paul Venturelli

## **Non-Voting**

John Boreman – Constitutional Consultant  
Doug Austen – Executive Director

## **Emerging Leaders**

Hilary Meyer  
Sara Turner  
Dan Dauwalter  
Patrick Shirey

## **AFS Staff**

Beth Beard, Dan Cassidy, Katrina Dunn, Shawn Johnston, Lauren Maza, Denise Spencer, Kurt West, Martha Wilson, Drue Winters

## **Minutes of the Meeting**

- 1. Quorum confirmed by Boreman and called to order at 8:00 AM by Margraf.**
- 2. Roll Call and Announcement of Proxies**
- 3. Approval of Agenda**  
Agenda approved by unanimous consent
- 4. Approval of Minutes – Feb. 2017 mid-year Governing Board meeting, Mystic, CT**
  - Correction: Julie Defilippi Simpson listed as past-president of FITS, should be current
  - Correction: Brian Missildine should be added to list of call-in participants
  - The Mid-Year Meeting minutes stand unanimously approved with corrections
- 5. President's Opening Remarks**  
President Margraf made his report of the past year brief, saying it was an extremely good year and drew attention to the Publications Retreat in Reno. Margraf also reminded the Governing Board of its role and importance in making policy directions for the Society, and also encouraged attendance of the Incoming Governing Board Breakfast meeting on Thursday.

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

President-Elect Steve McMullin briefly outlined his plan of work for the 2017–2018 term, focusing on 4 main priorities (**Attachment 1**):

- Increasing Diversity in the Fisheries Profession – including focusing on what AFS can do to increase awareness in the Society
- Communication – specifically improving the communication of science to non-fisheries audiences and policymakers
- Revise the existing AFS Strategic Plan for 2020–2024, and
- Negotiate and complete the Executive Director's contract for the coming term

McMullin motioned to approve the Plan of Work, Tom Bigford seconded the motion.

The Incoming President Plan of Work was approved by unanimous vote.

## 7. Executive Director's Report

Executive Director Austen provided a review of this past year's accomplishments, crediting the officers and staff with heavily leading new efforts (**Attachment 2**). A few of the highlights include:

- The preparations of the next five annual meetings and the effectiveness and cost-saving abilities of increased staff involvement while taking the pressure off of local host teams
- The newly-signed contract with Wiley as AFS' journals publisher
- Increased activism in Policy issues as AFS is becoming more relevant in Washington, citing increased involvement with policy makers, and highlighting the Society's involvement in the Consortium of Aquatic Science Societies (CASS)
- The investment in Communications, leading to an expanded presence in social media, with 16,000 people on e-newsletter list, and website updates and improvements

Austen also listed challenges to the Society, including:

- How to apply participation in the Diversity Joint Venture to the Hutton program and how to answer the challenge of how students continue from that program to connect to the wider fisheries science opportunities
- Reevaluating how AFS gets into consulting science projects (as with Climate Science Centers) and can employ skills of AFS to expand the Society's capacity
- The challenges and complexity with getting the Governing Board Reporting Tool to optimal performance as well as other technology project management
- Unique challenges with staff turnovers and remaining consistent with projects

### Plan of Work 2017–2018

Austen reviewed the 2017 Annual Plan of Work (**Attachment 3**) and made note of a handful of items:

- Meetings – Continue the progress of annual meeting planning with the possibility of gaining additional staff capacity to help Shawn Johnston with

meeting planning and proposals as well as planning ahead for the 150<sup>th</sup> anniversary meeting in Columbia

- Publications – Ensuring the transition from Taylor & Francis to Wiley as the AFS journals' publisher goes smoothly as expected, and that impact factors increase as a result of the change
- Education – Expanding Continuing Education efforts, first with the revised Fish and Mussel Kill book (Special Publication 30) and corresponding course with distance-learning options
- Communications – Increasing AFS ability to convey the message of fisheries work to others; with the climate in Washington AFS needs to be a voice for science that needs to be emphasized more than ever
- Networking – Utilizing partnerships in CASS, continue working with the World Council of Fisheries Societies (now separate entity but still managed by AFS)
- Advocacy – Continue to engage with policymakers, work to acquire new funding for support
- Governance – AFS is financially healthy but needs to make money again so a new budget plan is being worked on; also the value and new benefits of the Society needs to be communicated to bring affiliate members to AFS membership

#### Questions/Comments

Feedback included the suggestion to add the goal of better utilizing technological projects and tools within the society. There also need to be more clarity and specificity in what AFS goals are in increasing diversity. First Vice President Bonar advocated that climate change issues should be front and center of the Society's policy program, as AFS has an important leadership role in this topic.

#### AFS Financial Report

Deputy Executive Director Cassidy provided a brief review of the financial state of the Society (**See Appendix 4 for presentation slides**). The audit process was recently concluded and recommendations were given for focusing on unrestricted activities (currently half of the AFS portfolio are restricted funds) to increase profitability. The audit also commented on AFS needing to better track receipts, but otherwise there were no unresolved issues or conflicts. AFS will also consider changing firms in the next year.

Overall, the Society's finances are strong, the investment portfolio is doing well, investment returns are strong, and membership number are up.

The Management Committee approved the 2018 budget on Friday, 8/18/2017, and AFS is moving towards profitability, and changes with the Wiley agreement and the dues increase are expected to bring in more revenue.

Cassidy also outlined some of the risks and challenges with the 2018 budget due to external factors such as federal travel restrictions, as well as other factors such as Hutton costs and fundraising for Special Publication 30, and new expenses with the Governing Board Reporting Tool, additional staff positions, and new editors-in-chief positions for journals, etc.

## **8. Constitutional Consultant's Report**

Constitutional Consultant Boreman briefly highlighted a few updates:

- No motions to bring to the Governing Board
- The membership voted to establish the Science Communication Section and moved the Fellows Selection Committee from a special committee to a standing committee
- The Governing Board approved changes to the Resource Policy guidelines and established new ethics guidelines for AFS publications
- Two new student subunits were established with three more in the works
- The Procedures Manual has been updated
- Boreman also encouraged board members to be looking for someone who would be interested in becoming the next Constitutional Consultant since a one-year apprenticeship is required

## **9. AFS Publications – Reno Workshop Report**

Executive Director Austen provided background for the Publications workshop that was held at Reno, May 2017, while Derek Aday provided a report on the actions of the workshop the recommendations that resulted.

### Background

The contract for AFS publications was up for renewal. After considering bids from 4 publishers, a contract was signed with Wiley, which will take over publication responsibilities January 1, 2018. The contract includes the following elements:

- Seven year term (2018–2024)
- Includes a signing bonus with increased 10% increased royalty
- Roughly \$7 million increase in revenue projected over 7 years
- Key benefits – support for staff is included, AFS still has editorial and pricing control, and all AFS members are able to access journals for free online

### Outcomes and Recommendations

The workshop was attended by the Publications Oversight Committee, Governing Board members, AFS Staff, and current journal editors. Discussion focused on several items:

- Role and relevance of journals
- Impact factors
- Time to publication
- AFS/TWS joint journal proposal
- New journal of lay audiences proposal
- Policy-related publications

Overall recommendations included the following:

- Need to establish an Editor-in-Chief for some journals, which will provide leadership and guidance for journals' direction, as well as communication between editors
- Citation-based impact factors important to some journals but not others
- Time to publication is currently within industry averages but improvement is possible
- Role and relevance of journals – ensuring that papers are published in the appropriate journal

Common themes that need to be worked out behind the scenes include

- Getting people to commit to review for AFS submissions and foster a culture of commitment to participate
- Need to move to a process that defaults to early online publication
- There is a need to work towards reducing or eliminating formatting requirements for authors (formatting could be fixed at copy editing)
- Change is needed in reviewing/revising instructions for reviewers
- Also need regular communications between Editor-in-Chiefs (EIC) and editors to ensure that each journal stays on the right track

#### Recommendations per Journal

##### ***Fisheries***

- Establish Editor-in-Chief
- Science editors must have editorial, publishing, and visionary experience
- New and innovative content needs to be solicited

##### ***Transactions***

- Establish Editor-in-Chief
- Increase impact factor/citation metrics
  - Goal is to make TAFS a top-10 fisheries journal
- Decrease time to publication
- Increase publication of best available science – TAFS is where the Society's best papers should go; doing so includes:
  - Faster and more frequent desk rejection
  - More direct focus by editors
  - More frequent inter-journal transfer – moving papers to the other journals where the subject would be more appropriate
  - Aiming for approx. 50% rejection rate
  - Target synthetic, review, cutting-edge, meta-analyses, emerging issues papers, etc.

##### ***North American Journal of Fisheries Management***

- Establish Editor-in-Chief
- Papers should be relevant to fisheries management
- Primary audience would be fishery managers in North America

- Does not measure impact factors as relevant, instead the relevance is measured by practical use of the science
- Renewed focus on publishing papers consistent with its management focus and greater emphasis on selecting editors to oversee this task
- Increase the number of special sections on topics related to fisheries management

#### ***North American Journal of Aquaculture***

- Scope is on basic and applied science, but emphasis should be on applied science, including practical experience and studies
- Better communication and oversight for editors
- Impact factors not relevant

#### ***Marine and Coastal Fisheries***

- Impact factors are relevant with a Target impact factor of 2.0
- Promote select papers and special issues and solicit of targeted papers
- Time to publication should be cut down to 6 months
- Expand editorial board for more international participation

The participants of the workshop recommended against the creation of an AFS/TWS joint journal and against the creation of a journal for lay audiences due to the efforts and time required to improve the current journals.

In summary, the goal is to begin the process of implementation this fall. Steve McMullin motioned to accept the report and recommendations of the retreat, Steve Cooke seconded the motion.

#### **Questions/Comments**

Many of the questions centered on the role and function of the Editor-in-Chief – a position which was suggested should be tailored (or have flexibility for) each individual journal. Other questions concentrated on the process of inter-journal transfers. Recommendations and suggestions included having a process to mentor incoming associate editors, providing clearer guidance and expectations for reviewers, and the possibility of using the Annual Meeting as an opportunity to train members interested in becoming reviewers, which could also be used as a means for recruitment. A communication strategy was recommended to elevate the review process and to convey the privilege members have to contribute to the process.

The motion to approve the Publications report and recommendations was passed by unanimous vote.

### **10. Policy Update**

Policy Co-Directors Tom Bigford and Drue Winters offered a brief update on current policy issues and activities. Bigford will be retiring at the end of the summer with



Winters filling the role of Policy Director. Patrick Shirey is the incoming chair of the Resource Policy Committee, which is now fully populated and active.

Current Policy issues being worked on (**See Appendix B for presentation slides**):

- Waters of the U.S. Rule “WOTUS” Repeal
- Fiscal Year 2018 Federal Budget and needing feedback from members about what programs may be on the government chopping block
- Recovering America’s Wildlife Act to direct \$1.3 billion/year to save wildlife action plans, there are plans in place to promote this act on the Hill
- Magnuson-Stevens Re-authorization being discussed and needing feedback
- Endangered Species Act being monitored
- Sportsman’s Bill/National Fish Habitat Partnership authorization currently being tracked and may be writing a letter in support soon
- Aquaculture Bill and Farm Bill being discussed

It was recognized that there’s a need for the RPC to be a conduit for AFS members to be actively involved in. Winters recommended that AFS pick a couple issues to focus on to be a voice for the science; the Society should be outward looking and forward-facing with the issues above and others not listed (e.g. climate change).

Policy work is currently being communicated through the AFS website, the newsletter, social media, with a policy-specific newsletter in discussion for this fall.

There is a need to get members engaged in policy development and communication, which can be done through letter writing to representatives, building background documents and fact sheets, conducting field visits for elected officials, being active on the AFS website or social media, and through relationships with policy makers to connect them with AFS staff. Winters suggested enhancing the policy program specifically through advocacy training to help members get involved.

#### Questions/Comments

In general, the Board recognized the need to get members involved in AFS policy work as the broad spectrum of policy issues and news around the continent combined with the limited capacity of staff has made appropriate coverage difficult. First Vice President Trushenski advocated for the Board specifically to contribute their knowledge and skills to the Policy staff to help with this capacity load. In light of AFS being the largest and oldest fisheries organization, Second Vice President Bonar maintained that it was incumbent that AFS needs to think big, get involved in embattled issues (like climate change), and to work hard, and with other agencies to influence policy makers. It was also suggested that a science communication liaison be established to be a support to the policy team.

### **11. Membership Update**

Executive Director Austen briefly touched on the changes in membership services, including new benefits with the Wiley contract (free online access of all AFS journals



for members), the upcoming Gray Literature database and the revised Names of Fishes being available online, combined with the new initiative to increase membership dues, as dues have previously only increased by \$4 in the last decade, which has not helped offset costs. Dues are still under \$100 to help entice new members. The next steps of incorporating this change consist of incorporating membership renewals and enhancing membership at all levels.

### Marketing Membership

Communications Director Martha Wilson and Development Director Katrina Dunn presented on the dues increase and resulting member benefits as well as how best to communicate this change to membership in a way that positively demonstrates the new benefits gained (**See Appendix C for presentation slides**). Immediate actions were underway in the form of postcards in registration kits to outline the benefits of the Wiley contract and by communication so that all members would be aware of the change by the time it is implemented.

Outline of member benefits:

- Members have access to all AFS journals online
- Free Fisheries InfoBase, Gray literature
- Members will save money overall
- Eliminating yearly subscription tokens, easier access to journals
- Planning to increase benefits in Continuing Education, distance learning, and certifications

For a lunchtime exercise, groups were formed to discuss how to market the changes to various AFS membership audiences. Comments from those group exercises are summarized:

#### **Students and Young Professional Members**

Two big issues were identified: recruitment of both new students and student advisors as members and the retention of young professionals. Students and Young Professional also have limited travel funds, so it's important to sell values such as travel awards, as well as the value of resources such as the gray literature database, discounts for meeting fees, the increased availability of awards, and greater CE courses and distance-learning opportunities.

#### **Section and Chapter only Members**

For this group, it was indicated that having free journal access does matter, as many in this group wouldn't have access through other means and access could move with a member changing careers. Other applicable benefits include greater services offered to AFS members, such as the Gray literature database, meeting management, and low-cost & high-value CE opportunities. The value of supporting an organization that promotes members' careers should also be imparted.

### **Prospective Members**

In comparison with other societies, AFS offers good value at a low cost. Membership in AFS should be stressed as a resume-builder with opportunities to serve on committees and to grow in leadership skills. Networking opportunities and remote services (such as distance learning and webinars) were also seen as major incentives. Other ideas to incentivize prospective members included offering fun gifts for new members (hat and t-shirt, etc.) or highlighting a new member in communication to make a new person feel special for joining. The ‘family aspect’ of membership in AFS should also be expressed.

### **Regular Members**

It was felt that a \$15 increase wouldn’t adversely affect the majority of this group, especially if the new benefits are stressed. The increase should be seen as realistic since the increase has been minimal over the past two decades. Major benefits include having access to AFS papers in the infobase going back to 1871 as well as increased Continuing Ed and distance learning opportunities to engage members that can’t attend in person. Additionally, having low-cost distance learning opportunities could be a big benefit to the international community.

## **12. Evaluation of Executive Director and Staff Operations**

President Margraf stated that an in-camera session of evaluating Executive Director Austen was performed at the Management Committee Meeting the day before (8/18/2017), with the evaluation being performed on the upcoming Monday (8/28/2017). With that, Margraf invited the Board to share any comments. Overall, much positive feedback was given for Austen for the work involved in supporting new initiatives and moving those forward, citing the new and positive activities currently being carried out and utilizing staff effectively to perform the work. From the outside, the business of AFS appears to be running smoothly. Constitutional Consultant Boreman offered praise of Austen coming close to meeting his vision of the ideal Executive Director for the Society.

Austen then introduced the Staff present and described staff responsibilities and undertakings. The floor was then opened up to the Board for feedback. Comments were overall positive for the professionalism and responsiveness of staff. Appreciation was especially offered for Tom Bigford’s role in elevating policy since his tenure. There were concerns that with all the new initiatives and new activity, it could be easy for AFS staff to become overwhelmed; it was suggested that committees should act as a support for staff. It was also noted that computer glitches occurred too often and could cost membership renewals and new members.

### 13. Annual Meetings Update

Deputy Executive Director Cassidy and Meetings Manager Shawn Johnston provided status updates on the 5 Annual Meetings currently in the works (Tampa 2017, Atlantic City 2018, Reno 2019, Columbus 2020, and Baltimore 2021).

Paul Venturelli then shared his findings on meeting presentation attendance and what factors made a talk more well-attended than others. This study was conducted at the Portland Annual Meeting in 2015. Factors considered included the presentation, the presenter, the place of the meeting, and the distance one would have to travel to get to the presentation. The report highlighted the following results:

- Higher attendance for presentations of “local” issues
- Higher attendance for presentations with short titles and long abstracts
- Higher attendance for high h-index (number of papers cited per presenter), and attendance decreased with each progressing day of the meeting
- The study found that location of presentation rooms matter
- As a sum of the study, it was found that the ideal presentation would begin at 10:40 AM on first day, take place in a B cluster (close rooms), and have a short title and long abstract, covering local issues

This study was thought to be useful for planning purposes to maximize effectiveness of presentations.

Factors for meeting organizers to consider:

- Date, time, and location importance
- Soft starts – sessions after breaks or lunch to attract people back before talks
- End of conference events to keep attendees around
- Use of smartphone applications

#### Questions/Comments

Questions revolved around clarifying methods used to collect data. It was generally agreed that this study would be useful for data organizers, that it was recommended to be published in *Fisheries* (despite initial rejection) for organizers, and that this data collection should continue for future annual meetings. Suggestions included looking into using the meeting app to track attendance, and attendees might be more willing to help with data collection if they are aware of it.

Discussion then turned to potential meeting locations for the 2022 Annual Meeting. The potential for holding the meeting in Canada was brought up, though Johnston offered the challenges that arise with a Canadian location such as travel expenses and limitations with the exhibitors dealing with customs. It was suggested that meetings be held in Canada consistent with the ratio of Canadian to US members (about 10% = every ~10 years). Providence was also recommended by several Board members as an ideal meeting location. Questions also arose surrounding the divisional rotation and if it should be kept to, but there was also pushback to maintain the rotation for financial rotation consistency that would benefit smaller divisions.

## **14. Governing Board Reporting Tool**

First Vice President Jesse Trushenski reported on the status of the new Governing Board Reporting Tool (GBRT), which was just employed two weeks prior for annual report collection. Trushenski addressed the challenges and difficulties that came to light during the initial reporting process. Beta testing revealed the following challenges:

- Access difficulty using the link that was provided; it was revealed that access should be granted to others and not just unit presidents
- Technological issues such as draft reports disappearing from the database
- Committee and Liaison reports also did not follow the metric-gathering logic of other reports
- Reporting period clarification is needed; selection of reporting period can be eliminated
- PDF reports – the current tool did not have the function to produce PDF reports for the reporters, which is needed

Trushenski then opened up discussion to the Board to submit input of any other technological issues that need to be resolved. Conflicts included having to enter in data for every single question, which was also problematic for units only needing to enter in smaller data. There were also frustrations with not being able to see the submission when finished or viewing reporting progress. It was also agreed that the GBRT should more closely involve the FITS and ESAB moving forward to make the report usable.

Following the discussion, Trushenski shared the results of the Executive Summary of the reports that were submitted. It was also suggested that mid-year reports or historical reports be entered later to test the progress of the report.

## **15. Round-Robin Review of Governing Board Reports**

In the interest of time, President Margraf asked that only pertinent reports be shared.

- Wes Porak – Southern Division meeting taking place March 7–11 in Puerto Rico; everyone is welcome to attend
- Clint Lloyd – subsection business meeting will be held for students and young professionals on Tuesday at 1:00 PM Florida Salon I
- Julie Simpson – Fisheries Data Exchange discussion will take place 5:00–6:00 PM on Tuesday in Meeting Room 10
- Jason Vokoun – The Northeastern Division broke away from tradition and partnered with the southern New England chapter for its annual meeting in Mystic, CT
- Karin Limburg – Monsters of Fish Habitat Science workshop taking place 12:30–3:30 PM on Sunday
- Julie Claussen – International Fisheries Section held an editorial service for authors with English as a second language; the Science and Communication Section meeting will also be held on Wednesday at 2:45 PM in Meeting Room 9

**16. New Business**

- Julie Simpson – is creating a data challenge set of questions and would love to hold a discussion – particularly with students – to craft some questions
- Brian Misseldine – suggested looking into developing a policy for professional sexual harassment
- Justin Davis – suggested forming a special committee to look into the underlying disparities among divisions and to have a continuing conversation with membership

**17. Governing Board Meeting Adjourned at 4:53 PM**

# **Attachment 1. President-elect Steve McMullin plan-of work for 2017-2018**

**President's Plan of Work  
Steve L. McMullin  
August 2017-August 2018**

**Presented to AFS Governing Board  
August 19, 2017  
Tampa, FL**

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

1. Increasing diversity within the fisheries profession
2. Communication of fisheries science to professionals, policy makers and the public
3. Revision of the AFS Strategic Plan

These three focus areas cross over several of the goal areas in the existing AFS Strategic Plan (2015-19). I discuss each focus area in more detail below.

## **1. Increasing diversity within the fisheries profession**

Although gender diversity has increased substantially in AFS during my career, women still represent only about 25% of AFS members. Underrepresented racial and ethnic groups are even less well represented in our membership and the profession in general. Through the Hutton Program, efforts of the AFS Equal Opportunity Section, and the Society's recent participation in the Diversity Joint Venture, we have recognized the need for increasing diversity, but progress has come in small increments. Increasing diversity in the fisheries profession is more than a desirable goal—it is necessary if the fisheries profession is going to remain relevant to future generations. AFS is uniquely positioned to lead in diversity efforts because members of the Society cross over all employment sectors of the fisheries profession.

Specific actions proposed—Charge the Equal Opportunity Section with establishing a special committee to develop a plan for “moving the needle” on diversity in the profession. Goals of the plan will include significantly increasing recruitment of students and funding support for the Hutton program, working with university fisheries programs and potential funding sources to increase minority representation in fisheries programs at academic institutions, and working with employers to develop more effective programs for offering experiential learning opportunities to diverse candidates and hiring more diverse fisheries professionals. The work of this committee should dovetail with the existing Diversity Joint Venture. Efforts also should address increasing participation of native communities in AFS. Increase participation of students and young professionals in

AFS governance by charging chairs of standing committees with adding students and young professionals to committee memberships.

Strategic Plan Strategies addressed: 11,12

## **2. Communicating fisheries science to professional and nontechnical audiences**

This area of focus will continue to build upon the work in progress during President Joe Margraf's term (and those of several previous presidents). During my presidential term, we will begin implementing strategies for increasing relevance of AFS publications identified during a special workshop held in May 2017. In addition, we must address the larger problem of ensuring that fisheries policy and management are informed by good science in an era of increasing disregard for science when it provides information that is not consistent with the desired outcomes of policy makers.

Specific actions proposed—Host a world-class annual meeting in Atlantic City, NJ with the theme: Scientists, skeptics and policy makers: communicating the science of fisheries conservation to diverse audiences. Implement strategies identified at the publications workshop, including development of editor-in-chief positions for selected journals and restructuring of the Publications Oversight Committee to provide oversight for implementation of strategies identified at the workshop. Provide direction to the new Science Communication Section and the new Science Communication Committee to develop strategies for communicating the value of science to society (with a focus on fisheries science). In addition, the President and Executive Director will collaborate with other scientific societies to advance the cause of communicating the value of science to nontechnical audiences. Actively disseminate science information needed to inform policy and management through the AFS Policy Program. Note that this does not mean that AFS will take sides in policy debates. It means that we will advocate for adequate funding to ensure that science continues to provide a sound foundation for policy and management decisions and that the science underlying policy choices is shared publicly and widely to policy makers and the public.

Strategic Plan Strategies addressed: 1,2,3,4,5

## **3. Revise the existing AFS Strategic Plan for the period 2020-24**

The existing AFS Strategic Plan covers the period 2015-19. The process of developing a new plan is lengthy and we need to start soon to allow adequate time to draft a new plan, secure member input and adopt new plan for 2020-24.

Specific action proposed—Appoint a Special Committee for Strategic Planning charged with reviewing progress in achieving goals and objectives of the current plan, securing member input into developing and drafting a new strategic plan and presenting the draft plan to the AFS Governing Board no later than the 2019 annual meeting in Reno, NV.



Strategic Plan Strategies addressed: 15

**4. Negotiate and complete new Executive Director's contract**

The existing ED contract expires at the end of the 2018 annual meeting in Atlantic City. A new contract must be negotiated and signed no later than the Atlantic City meeting.

# Attachment 2. Executive Director accomplishments report for 2016-2017

## 2016 ED Annual Work Plan - Final Accomplishments Report

### AFS Executive Director Doug Austen

Submitted to AFS President Joe Margraf, Management Committee and Governing Board

Annual meeting of the AFS Governing Board, August 19, 2017

*Based upon ED plan of work submitted at Kansas AFS annual meeting, August 20, 2016.*

*Please note that much of work to complete the accomplishments described below was done by dedicated and talented AFS staff.*

Goal Summary	Specific Activities	Target or goal	Status Update
<b>Science Goal:</b> <i>(Advance and promote fisheries, aquaculture, and aquatic sciences).</i>			
Annual Meeting Management	<ol style="list-style-type: none"><li>1. Work with Joe Margraf, Florida Chapter host organization, AFS staff and various partners to host a high quality annual meeting.</li><li>2. Continue to develop joint TWS-AFS meeting in 2019</li><li>3. Conduct feasibility assessment and background research on virtual attendance for AFS meetings including the development of podcasts and other tools.</li></ol>	<ul style="list-style-type: none"><li>• Meet financial target for Tampa meeting</li><li>• Obtain signed MOU with TWS</li><li>• Provide report to MC and GB by Tampa meeting.</li></ul>	<ol style="list-style-type: none"><li>1. Tampa meeting initially hit expectations with over 1,000 abstracts and nearly 90 symposium. Unfortunately federal travel restrictions have led to reduced registration. Staff have done excellent job of reducing costs, increasing donor support and selling 96 exhibitor spaces.</li><li>2. Reno TWS-AFS joint meeting memo completed with TWS. Monthly planning meetings have been initiated.</li><li>3. Virtual attendance research deferred to 2018 due to staff turnover</li><li>4. AFS meeting staff provided immense support to various units in meeting management, particularly in bid</li></ol>

			development, contract negotiation, and support and advice on a wide variety of costs and services. This has led to substantial cost savings to the units but, to date, has not resulted in financial support for AFS meetings staff.
Review and enhancement of <b>Fisheries</b> magazine	<ol style="list-style-type: none"> <li>1. Complete new editorial structure for fisheries</li> <li>2. Continue to identify and develop timely and scientifically rigorous thematic issues for <i>Fisheries</i>.</li> </ol>	<ul style="list-style-type: none"> <li>• At least two thematic issues of <i>Fisheries</i> published</li> </ul>	<ol style="list-style-type: none"> <li>1. Completed the appointment of two new Science Editors and revision of Jeff's position to Senior Science Editor resulting in improved management and review of submissions.</li> <li>2. Themed issues of Fisheries published on Advocacy.</li> <li>3. Impact factor of <b>Fisheries</b> increased to 3.0</li> <li>4. Continue to implement design improvements in <i>Fisheries</i> to enhance readability, attract authors, and engage readers</li> </ol>
Publishing contract re-bidding	Work with Director of Publications and special committee to ensure that AFS receives high quality bids and that the Society finalizes a new contract with a publisher that will provide the highest quality journals with a competitive financial package.	<ul style="list-style-type: none"> <li>• New contract in place by July 1, 2017</li> </ul>	<ol style="list-style-type: none"> <li>1. New Wiley contract negotiations and legal review completed and final signing imminent. Contract provides tremendous benefits for AFS and its members. This is a transformative contract for AFS.</li> <li>2. Staff have met with Wiley rep to review editorial production timeline. Setting up joint Wiley/AFS meeting at Wiley HQ in New Jersey early September to meet Wiley folks and review transition plans.</li> </ol>
Expand utilization of AFS journals	Expand the reach of AFS journals through integration with AFS communications tools, promotional efforts by the publisher, outreach of content via webinars and other means	<ul style="list-style-type: none"> <li>• Increase number of hits to journal web pages and downloads of articles.</li> <li>• Increase impact factors of journals</li> </ul>	<ol style="list-style-type: none"> <li>1. Increased number of hits to journal web pages and downloads of articles</li> <li>2. Increased impact factors of journals (<i>Fisheries</i> increased to 3.0)</li> <li>3. Ramped-up Taylor &amp; Francis communications outreach to key science audiences via social media and other methods</li> </ol>
Explore open access joint journal with TWS	Work with POC and TWS to develop scoping document to fully evaluate potential for this proposed open access journal	<ul style="list-style-type: none"> <li>• Support POC and AFS leadership in developing concept document and evaluation report.</li> </ul>	The Reno workshop recommendation was to not pursue this joint journal concept.

			AFS and POC will continue dialogue with TWS. New Fisheries Editor-in-Chief and TWS counterpart should work together to solicit companion papers and other joint publication opportunities. Engaged in substantial dialogue with USFWS concerned possible publication relationship with the Journal of Fish and Wildlife Management and with NOAA regarding Marine Fisheries Review and Journal of Fishery Bulletin.
<b>Reno Publications Workshop</b> (Additional Activity)	Successfully completed workshop on AFS publications		Reno workshop successfully completed, recommendations developed, and submitted to GB for approval at Tampa meeting
<b>Climate Science Center Reviews</b> (Additional Activity)	Complete reviews of 8 DOI/USGS Climate Science Centers	Finish reports on NW, AK, and SC CSC's. Fully plan, implement and submit reports for NC and SW CSC's. Solicit review team members and make initial plans for reviews of NE, SC, and PI CSC's	Five CSC reports have been successfully submitted. The three final reviews are on schedule for completion in October-November 2017 and January-February 2018.
<b>Education Goal:</b> <i>(Support education and professional development in fisheries, aquaculture, and aquatic sciences).</i>			
CE @ annual meeting	Develop full slate of high quality Tampa CE classes	At least 8 courses successfully offered at Tampa annual meeting	Full suite of 11 courses scheduled for Tampa meeting
CE Distance Learning offerings	Continue to expand CE distance learning offerings though AFS HQ and in conjunction with AFS units	At least one full CE course provided using distance learning technology	Due to staff transitions, this goal was not completed. AFS did successfully recruit a new Director of Student and Professional Development (Lauren Maza) and she has done an excellent job of taking over organization of CE classes.
Hutton program 2017	Update Hutton program to better reflect needs of funding agencies and to improve program efficiencies	<ul style="list-style-type: none"> <li>Review funding model</li> <li>Streamline mentor-mentee selection</li> </ul>	Some aspects of this have been initiated but full assessment of Hutton needs to be done in 2018. These discussions have been started with the Hutton committee, will continue at Tampa and throughout the remainder of 2017 and 2018.
<b>Education subgoal: Certification Program</b>			

Certification program assessment to better understand and document utilization and value certification	<p>Certification assessment tool developed by Gail (Survey Monkey) but not deployed. Findings of survey can be used for improve and market certification program.</p> <p>Complete survey and CE programmatic assessment and utilize to support mid-year GB retreat discussions.</p>	Complete survey and provide report to CE committee and AFS leadership	Due to staff transitions, this goal was not completed. AFS did hire a new program manager for Certification and Hutton (Mohammed Hossain).
Re-engineering of administrative aspects of certification program	Need to improve automation and business process of certification to reduce management time.		In progress but delayed due to staff turnover
<b>Communication Goal:</b> <i>(Promote AFS fisheries science with member and non-member audiences, using variety of communications tools).</i>			
Operational Communications Work Plan for Communications Team (CTeam) and Communications Committee (CCmte)	Prepare operational communications framework and work plan to implement CCmte and CTeam priority activities, as agreed by GB.	<ul style="list-style-type: none"> <li>In 2017, continue to update CTeam operational document alongside Communications Committee</li> </ul>	<ul style="list-style-type: none"> <li>CTeam assessed communications resources</li> <li>CTeam produced subsequent operational document with CCmte oversight Insert updates on dues structure, setup in iMIS for joining, adding to list of sections, rollout plans, coordination with RPC and EEC in concert with Comm Committee</li> </ul>
Reach and utilization of AFS journals	Expand reach of AFS journals through integration with AFS communications tools, promotional efforts by the publisher, outreach of content via webinars and other means	<ul style="list-style-type: none"> <li>Increase the number of hits to journal web pages and downloads of articles</li> <li>Continue to increase impact factors of journals</li> <li>Ramp up publisher's communications outreach to key science audiences via social media and other tools/tactics</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of hits to journal web pages and downloads of articles</li> <li>Increased impact factors of journals</li> <li>Ramped-up Taylor &amp; Francis communications outreach to key science audiences via social media and other methods</li> </ul>
AFS Social Media Presence	<p>Expand AFS social media presence</p> <p>For Units, establish standards and guidelines for each social media platform.</p>	<ul style="list-style-type: none"> <li>Merge social media standards and guidelines document into Procedures Manual through GB and share with Units</li> <li>Continue to increase social media interactivity on Facebook, Twitter, LinkedIn, Instagram</li> </ul>	<ul style="list-style-type: none"> <li>Completed social media standards and guidelines document</li> <li>Increased social media interactivity on Facebook, Twitter, LinkedIn, Instagram</li> <li>Conducted workshops, delivered papers at Annual Meeting on successful social media methodology</li> </ul>

		<ul style="list-style-type: none"> <li>Plan workshops and other training on successful social media planning and implementation</li> </ul>	
Website Launch, Upgrades and Maintenance	<p>Successfully launch and maintain new Society website</p> <p>Move old content to storage</p> <p>Help Units set up their own websites</p>	<ul style="list-style-type: none"> <li>Upgrade the AFS website, post-launch</li> <li>Continue to move old content to storage</li> <li>Work with Units on migrating their content to our format</li> </ul>	<ul style="list-style-type: none"> <li>Successfully launched website in 2016</li> <li>Moved old content to storage</li> <li>Continued to work with Units in migrating their content to our format</li> <li>Enhanced web security and reduced costs of hosting</li> </ul>
AFS e-newsletter and Blog	<p>Create a new science blog to highlight journal and magazine articles</p> <p>Update look of the newsletter while increasing the number of members and non-members accessing it</p>	<ul style="list-style-type: none"> <li>Test different blog formats to determine most effective one</li> <li>Increase the number of members and non-members opening the e-newsletter</li> </ul>	<ul style="list-style-type: none"> <li>Effectively changed the length and content of the newsletter</li> <li>Increased the number of members accessing it (via email) by 50%</li> </ul>
Institutional Branding	Start developing standards and guidelines for an AFS re-branding effort, anticipating the 150 <sup>th</sup> anniversary of AFS.	<ul style="list-style-type: none"> <li>Conduct preliminary branding research in anticipation of the 150<sup>th</sup> anniversary goal</li> </ul>	In development. Completed session at mid-year GB meeting but continued work on hold pending budget availability
<b>Networking Goal:</b> <i>(Provide forums and networks to promote interaction among fisheries professionals and students).</i>			
Continue to expand AFS partnership efforts with other organizations	Build new cooperative agreements or other partnership agreements with organizations with shared interests and goals	<ul style="list-style-type: none"> <li>Develop new agreement with USGS and renew expired agreements as needed (e.g. BLM)</li> <li>Further develop CASS partnership</li> </ul>	<ol style="list-style-type: none"> <li>USGS formal cooperative agreement not completed, primarily due to political uncertainty and budget constraints.</li> <li>AFS has continued to host CASS and partnership group has increased from 6 to 9 with the addition of FMCS, NALMS and IAGLR. CASS has been increasingly active in submitting letters and comments on key policy issues.</li> <li>Continued meetings with USFWS on MOU and actively engaged with USFWS on developing funding for Native American expansion of Hutton program</li> </ol>
World Council of Fisheries Societies (WCFS)	<ol style="list-style-type: none"> <li>Build new partnership and identify potential WCFS members.</li> <li>Complete new budget, dues formula, and improve financial management of WCFS</li> <li>Evaluate need to separate legal and tax status.</li> </ol>		Completed full legal and financial separation of WCFS from AFS. Established non-profit status of WCFS and independent banking account. Fully reviewed WCFS finances and AFS paid full for all back dues non-paid. Hosted several Skype calls of WCFS leadership. Developed and am working

			with WFC 2020 leadership to approve and sign new MOU for meeting management and working relationship between WCFS and WFC hosts.
<b>Diversity Joint Venture</b> (Additional Activity)	AFS to fully engage and provide leadership role in Diversity Joint Venture (DJV)	Participate and contribute to development of DJV.	AFS was invited as a founding member of the DJV and represented by April Croxton (NMFS and EOS president-elect) and Austen. AFS has participated in all meeting of the DJV board and is on the leadership council of the DJV. The Hutton program has been actively shared with DJV partners. AFS visited the Doris Duke Foundation in New York City, also a DJV partner, to discuss and explore diversity partnership options and possible Hutton funding.
<b>Advocacy Goal:</b> <i>(Promote the fisheries profession and support evidence-based decision making for the conservation, development, and sustainable use of fisheries resources and aquatic ecosystems).</i>			
Congressional briefings	Identify appropriate topics and successfully accomplish events.	Meet obligations of the various cooperative agreements	Worked with NOAA to identify and complete congressional briefing but NOAA decided to defer briefing to future date.
Policy revisions	Finalize new policy development process	Complete review with Officers, MC, and GB and implement new process.	New policy process presented at mid-year GB meeting. Outreach to section to designate point-of-contacts completed. Initial employment of process ongoing.
Science Policy Engagement	Expand policy reviews and utilize a variety of media outlets to convey science on policy issues, including potential Op-Ed development for national media  Promote AFS policy work through website, social media and newsletter outreach.	<ul style="list-style-type: none"> <li>On Capitol Hill, work with partner agencies and NGOs to promote hearings</li> <li>Feature policy hearings on website, in social media and through magazine and newsletter outreach</li> </ul>	<p>Extensive work completed on a variety of science-policy initiatives. AFS has successfully positioned itself to be a lead organizing force in the aquatic science arena. Issues included:</p> <ul style="list-style-type: none"> <li>Future of the Nations Fisheries – publication and dissemination</li> <li>Waters of the U.S. – fundamental science and issue of comment period.</li> <li>Key letters on budget and science priorities</li> <li>Development of policy section on web site with timely and highly informative updates on fisheries policy issues.</li> <li>Active and contributing member of TRCP policy board, co-chair TRCP Waters Working</li> </ul>



			Group, coordinate CASS consortium and lead policy engagement.
Fully develop the AFS Policy Fellows Program	Expand funding for policy program in 2016	Hire at least one policy fellow and two interns.	Did not hire policy fellow in 2017 due to budget limitations. Did have policy intern. Critical goal for 2017-2018 is to develop dependable funding program for policy efforts.
<b>Governance Goal:</b> <i>(Practice good governance of the Society and its member units).</i>			
Development program	Staff and launch AFS development program with goal of \$100,000 in new funds in CY2017	\$100,000 in new funds for AFS	<ol style="list-style-type: none"> <li>1. Program focus has been to support annual meeting fundraising and both local host and AFS have exceeded fundraising goals.</li> <li>2. Combined Federal Campaign, Amazon Smiles and other programs have been expanded.</li> <li>3. Individual donor programs have been advertised in e-newsletter and Fisheries but haven't resulted in substantial donor increases.</li> <li>4. No new foundation or large sponsors have been acquired although visits with Doris Duke, NFWF and BassPro shops representatives have been completed.</li> </ol>
Continue to Evaluate performance of all AFS contractors	Identify key contracts for evaluation and potential re-bidding of vendors. Focus on audit contract.	Review audit contract.	<ul style="list-style-type: none"> <li>• Trained staff in federal grant management which allowed AFS to discontinue outside contract for grant management support.</li> <li>• Plan to rebid audit contract as audit committee is reconstituted</li> </ul>
Support of AFS Officers, MC, and GB activities	Complete Governing Board Reporting Tool (GBRT) and develop strong officer retreat agenda	Reporting tool complete in time for mid-year report submission	<ol style="list-style-type: none"> <li>1. GBRT development delayed but available for use with Tampa meeting. Technical and design challenges were more substantial than anticipated. GBRT to be enhanced in 2017-2018</li> <li>2. Officer retreat successfully hosted in fall 2017</li> <li>3. GB and MC calls, notes and support effectively and efficiently completed in reporting year. MC working efficiently. Constitutional Consultant and AFS staff have</li> </ol>

			completed significant improvements to AFS Constitution, Rules and Procedures.
Marketing AFS membership	Develop new programs and content to expand AFS membership including, but not limited to, new member welcome kit and other promo materials, working with chapters to move more affiliates into AFS membership status, and other activities.	10% increase in total member numbers for AFS in 2017 over 2016	<ol style="list-style-type: none"> <li>1. Membership increased 5% in 2017 to 7,484 as of August 10, 2017.</li> <li>2. Created new membership brochure, Powerpoint, tabletop display and organized presentations at numerous division and chapter meeting. Starting work on students and YPs engagement</li> <li>3. Began a marketing staff team, internal iMIS dashboards, Leaderline newsletter, Unit webinars, first ever unit leaders workshop at Kansas City AFS meeting</li> </ol>
<b>Dues Increase</b> (Additional Activity)	Work with Membership committee, AFS leadership and staff to review, propose and pass a dues increase for 2018	<ul style="list-style-type: none"> <li>• Analyze dues needs and evaluate financial impacts.</li> <li>• Obtain support for and approval of dues increase</li> <li>• Develop informational campaign and marketing effort to increase membership recognition of value of AFS membership, increase renewal and obtain new members.</li> </ul>	<ul style="list-style-type: none"> <li>• AFS Management Committee passed dues increase at August 4, 2017, meeting.</li> <li>• AFS staff and leadership are developing extensive information program to illustrate the expansive new value of AFS membership resulting from Wiley contract and other activities.</li> </ul>

# Attachment 3. Executive Director plan-of-work for 2017-2018

## 2017-2018 Executive Director Proposed Annual Work Plan

### AFS Executive Director Doug Austen

Submitted to AFS Incoming President Steve McMullin, AFS Management Committee and the AFS Governing Board

AFS Tampa Annual Meeting, August 18-19, 2017

Goal Summary	Specific Activities	Target or Goal	Resource Needs and Related Notes
<b>Science Goal:</b> <i>(Advance and promote fisheries, aquaculture, and aquatic sciences).</i>			
Annual Meeting Management	<ol style="list-style-type: none"> <li>4. Work with Steve McMullin, AFS staff and hosts to plan and implement a successful annual meeting in Atlantic City</li> <li>5. Continue to develop joint TWS-AFS meeting in 2019, develop organizational structure, implement planning process</li> <li>6. Evaluate and incorporate review of financial targets and management for future annual meetings</li> <li>7. Continue to review and refine the meeting experience including design of regular symposiums, plenary sessions, new technology and other</li> <li>8. Sesquicentennial (Columbus) planning committee established and overall plan of activities for 150<sup>th</sup> presented to MC and GB in Atlantic City</li> </ol>	<ol style="list-style-type: none"> <li>1. Meet financial target for Atlantic City meeting</li> <li>2. Implement monthly planning meetings, obtain major sponsors, have key committees chairs and structure in place.</li> <li>3. Develop new revenue and profit goals including exploration of sponsorship options and other revenue sources.</li> <li>4. Provide report to MC and GB by mid-year (Puerto Rico) meeting and continue with MC discussions and AC organizers throughout the year.</li> <li>5. Initial plan presented to MC and GB in Atlantic City</li> </ol>	<ul style="list-style-type: none"> <li>• Work with Trushenski, AFS meetings staff and TWS leadership and staff to establish meeting management components and design</li> <li>• Work with Meetings Oversight Committee or other AFS body to assess and evaluate meeting options</li> <li>• McMullin to establish special committee for Bonar</li> </ul>
Full transition to Wiley as AFS publisher	<ol style="list-style-type: none"> <li>1. Work with Wiley and AFS Publication staff to implement changes as described in publications</li> </ol>	<ol style="list-style-type: none"> <li>1. All journals fully transitioned to Wiley process; AFS staff trained in any new</li> </ol>	

	contract.	systems; Wiley and AFS work through transitional issues	
Implementation of the Reno publications workshop recommendations	Obtain GB approval of Reno recommendations, develop implementation plan and work with Reno team, POC and others to implement recommendations.	<ol style="list-style-type: none"> <li>1. Development and hiring of EIC's</li> <li>2. Develop job description, evaluate position and, as appropriate, hire Assistant Journal Production Manager</li> <li>3. Implement grey literature clearinghouse and web tool</li> <li>4. Continue to work with USFWS on possible publishing partnership on the J. of Fish and Wildlife Management; continue to explore options with NMFS</li> </ol>	<ul style="list-style-type: none"> <li>• Budget authority for hiring approved by MC</li> </ul>
CSC Reviews	Complete final CSC review (Pacific Islands) and submit final reports to NCCWSC/USGS	<ol style="list-style-type: none"> <li>1. Final report submission.</li> <li>2. Close out project</li> </ol>	
<b>Education Goal:</b> <i>(Support education and professional development in fisheries, aquaculture, and aquatic sciences).</i>			
CE Distance Learning offerings	Continue to expand CE distance learning offerings through AFS HQ and in conjunction with AFS units	At least one full CE course provided using distance learning technology	
AFS SP30 CE course	Have fully developed and available, the distance learning course for AFS Special Publication 30	By end of CY2017 have course and technology scoping document completed. By April 1, 2018, have course in production. Course available to users by Sept. 1, 2018.	Funding from SP30 effort may need to be expanded depending upon course development costs.
Fully review fee policy and guidance for CE classes at AC meeting	Need to do a market and cost analysis for CE classes to ensure that our registration fees are appropriate	Work with CE committee and L. Maza throughout the year to accomplish review.	Possible charge to CE committee
Hutton funding	Develop a funding plan to create a more stable foundation for Hutton program	Mid-year report on approaches. Final report at AC meeting	Hutton committee will need to be fully involved. AFS Development staff will need to provide support and guidance.
Diversity Joint Venture and related efforts	Support EOS and others to continue work of DJV and enhance diversity efforts of AFS	Participate in DJV meetings when possible; link Hutton program to other DJV partner programs to provide for pathway to college programs and internships for Hutton scholars	
<b>Education subgoal: Certification Program</b>			

Certification program assessment	Develop and implement survey or other tool to assess status, utilization, and possible future needs of certification program.	Initial update at mid-year GB meeting. Full report at AC meeting	Certification committee will need to be fully engaged and supportive of the assessment.
Re-engineering of administrative aspects of certification program	Need to improve automation and business process of certification to reduce management time.	Assessment of processes completed by June 1, 2018. Recommendations to be implemented as appropriate from that point forward.	
<b>Communication Goal:</b> <i>(Disseminate fisheries science information).</i>			
Support for Science Communications Section and Communications Committee	Full establishment of Section and Committee will require assessment of staff support needs.	Provide recommendations at mid-year GB or at AC meeting	Charge to Communications Committee will need to be crafted by President.
Coordination of initial communications planning for 150 <sup>th</sup>	Initiate development of 150 <sup>th</sup> anniversary of AFS communications plan to possibly include various media production activities, branding,	<ul style="list-style-type: none"> <li>• Basic framework and concepts developed with significant activities (e.g. video or book) with scoping documents available at AC meeting.</li> <li>• Continue efforts to explore AFS branding in conjunction with the 150<sup>th</sup> anniversary</li> </ul>	<ol style="list-style-type: none"> <li>1. Work with 150<sup>th</sup> planning committee and Columbus planning team to provide guidance and support.</li> <li>2. Fully evaluate and acquire funding as needed and within AFS financial plan</li> </ol>
Reach and utilization of AFS journals	Work with Wiley to expand awareness, access and utilization of AFS journals	<ol style="list-style-type: none"> <li>1. Increase the number of hits to journal web pages and downloads of articles</li> <li>2. Continue to increase impact factors of journals</li> <li>3. Ramp up publisher's communications outreach to key science audiences via social media and other tools/tactics</li> </ol>	
<b>Networking Goal:</b> <i>(Provide forums and networks to promote interaction among fisheries professionals and students).</i>			
Continue to expand AFS partnership	Build new cooperative agreements or other partnership agreements with organizations with shared interests and goals.	<ul style="list-style-type: none"> <li>• Develop new agreement with USGS and renew expired agreements as needed (e.g. BLM)</li> </ul>	

efforts with other organizations		<ul style="list-style-type: none"> <li>Identify at least one new federal agency to develop cooperative agreement</li> </ul>	
World Council of Fisheries Societies (WCFS)	Expand WCFS funding and programming to make the Council more effective and expand partnership	<ol style="list-style-type: none"> <li>Build new partnership and identify potential WCFS members.</li> <li>Complete new budget, dues formula, and improve financial management of WCFS</li> <li>Finalize non-profit and tax exempt status and establish separate checking account and financial management.</li> </ol>	
CASS support	Continue to build CASS effectiveness and activities in support of joint programming (JASM 2022), diversity efforts (SACNAS or DJV involvement) and policy statements and activities.	<ol style="list-style-type: none"> <li>Maintain productive monthly calls</li> <li>Further develop and find funding for shared policy intern or fellow</li> </ol>	
<b>Advocacy Goal:</b> <i>(Promote the fisheries profession and support evidence-based decision making for the conservation, development, and sustainable use of fisheries resources and aquatic ecosystems).</i>			
Congressional engagement	Identify appropriate topics and vehicles for engagement and successfully accomplish events to inform and engage congressional members and staff	Meet obligations of the various cooperative agreements as specified in NOAA agreement.	
Fund and fill policy analyst position	Work with Policy and Development Directors to acquire funds to support hiring 2 <sup>nd</sup> policy position	<ol style="list-style-type: none"> <li>Develop AFS donation option for Policy program support.</li> <li>Develop and market individual member donation program.</li> <li>Identify and solicit funds from at least one foundation or other outside funding entity to support program</li> <li>Work with AFS units to solicit funds.</li> </ol>	
Develop training for AFS units in policy engagement	Expand AFS policy advocacy efforts through training of AFS members at unit level and work with them to be actively involved in key AFS relevant issues.	<ol style="list-style-type: none"> <li>Deliver at least one national webinar on policy engagement.</li> <li>Develop and deliver at least one live training program in policy engagement.</li> </ol>	Development staff, interns and others will need to have time and resources available for this work.
<b>Governance Goal:</b> <i>(Practice good governance of the Society and its member units).</i>			

AFS financial health	Implement practices and programs to result in strengthened AFS budget	Complete balanced budget in 2018; implement practices and programs to return to revenue positive budget in 2019.	
Development program maturation	Support and expand AFS Development activities through application of fundraising cycle (identification, cultivation, solicitation, stewardship) to result in new and expanded support	Meet with and submit proposals for funding to at least four new potential funders. Engage AFS leadership in expanded fundraising programs. Launch at least one new fundraising program targeted to AFS members Bring in at least \$100,000 in new funds for AFS	
Continue to Evaluate performance of all AFS contractors	Identify key contracts for evaluation and potential re-bidding of vendors. Focus on audit contract.	Review audit contract.	
Support of AFS Officers, MC, and GB activities	Complete Governing Board report submission tool and develop strong Officer retreat agenda and mid-year GB program for Puerto Rico	Reporting tool complete in time for mid-year report submission	
Marketing AFS membership	Develop new programs and content to expand AFS membership including, but not limited to, new member welcome kit and other promo materials, working with chapters to move more affiliates into AFS membership status, and other activities.	5% increase in total member numbers for AFS in 2018 over 2017	



## Appendix 4: AFS Financial Report 2017



### 2017 Financial Update and 2018 Budget Proposal

Management Committee Meeting  
Tampa, FL August 17, 2017

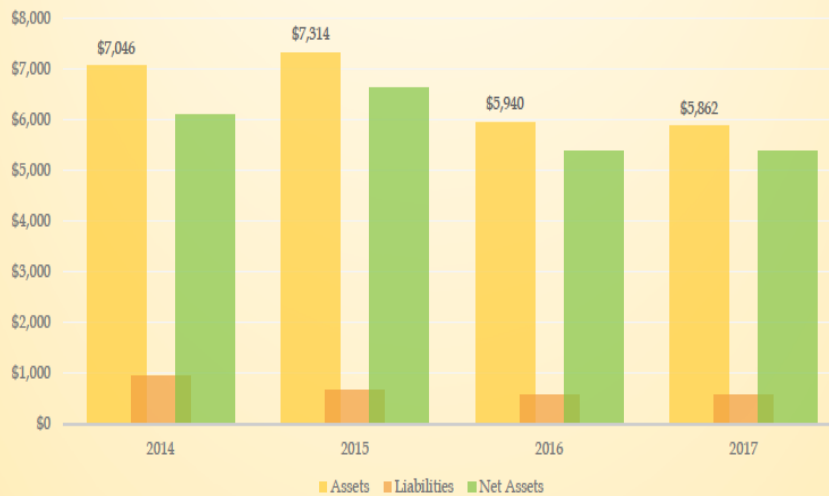


#### June 2017 Summary Financial Results

- Financial position remains strong
- Cash and investments comprise 80%+ of total assets
- Cash position stronger than last year, due to stronger meeting income; fewer meeting expense payments to date
- Net change YTD stands at \$517,000 (2017) vs. \$171,000 (2016)
- Investment Returns YTD re strong
  - Portfolio return = 6.4%
  - Benchmark index = 9.1%



## Assets, Liabilities and Net Assets June 2014 - 2017



## Revenue Results 2017 - 2016

Revenue	Year to Date - Actual		
	2017	2016	Var \$
Administration	\$265,405	\$208,611	\$56,793
Web	1,890		1,890
Continuing Education	7,555	7,200	355
Rotenone			
Certification	3,400	2,700	700
Other Education			
Hutton	1,000		1,000
Cornell	66,209		66,209
Other Grants & Contracts			
Annual Meeting	257,970	209,693	48,277
Membership	441,000	437,834	3,166
Awards	3,025	2,946	79
Mem Other	5,407	5,400	7
Jobs	8,750	16,350	(7,600)
Advocacy	23,500		23,500
Books	28,827	115,111	(86,284)
Journals	903,232	816,603	86,629
Fisheries	45	60	(15)
Other Publications			
<b>Total Revenue</b>	<b>2,018,715</b>	<b>1,822,508</b>	<b>196,206</b>



## Expense Results 2017 - 2016

Expenses	Year to Date - Actual		
	2017	2016	Var \$
Administration	169,260	205,609	36,349
Staff Costs	1,002,997	940,784	(62,213)
Technology	15,399	3,011	(12,387)
Communication	795	2,831	2,036
Web	15,484	2,085	(13,399)
Development	3,153	4	(3,149)
Continuing Education			
Rotenone			
Certification	275	160	(115)
Other Education			
Board	31,991	18,632	(13,359)
Committees			
Hutton	21,247	32,795	11,548
MSU/Inland Fisheries			
Cornell	20,576	399	(20,177)
Other Grants & Contracts			
Annual Meeting	54,137	248,136	193,999

Expenses	Year to Date - Actual		
	2017	2016	Var \$
WCF World Council of Fisheries		913	913
Membership	80,831	119,619	38,788
Awards	15,205	14,800	(405)
Mem Other	6	19	13
Units	577		(577)
Advocacy		418	418
Books	13,918	12,020	(1,897)
Journals	55,094	46,978	(8,116)
Fisheries	650	2,422	1,773
<b>Total Expenses</b>	<b>1,501,595</b>	<b>1,651,638</b>	<b>150,047</b>
<b>Net Change from Operations</b>	<b>517,120</b>	<b>170,870</b>	<b>346,252</b>



## 2018 Budget Proposal

- AFS is moving towards profitability
- Dues change and Wiley agreement reduces the gap between expense and income
- Leveraging investments in staff, technology and programs to grow revenue
- Unique opportunities to promote individual membership value
- Opportunities for expanding other revenue sources such as institutional memberships, fundraising activities and online advertising



## Budget Comparison 2016 - 2018

	2018 Budget	2017 Budget	2016 Actual
Income	\$3,790,000	\$4,035,000	\$2,953,000
Expense	\$3,969,000	\$4,360,000	\$3,432,000
Net change	(\$179,000)	(\$325,000)	(\$478,000)*

\* Includes restricted income. The unrestricted operating net change is actually (\$735,000).



## 2018 Budget Risks

- Heavy reliance on investment growth in unrestricted operations.  
Below is the percentage of investment income to total income:

2018	2017YTD	2016YTD	2017B	2016A
7.8%	12.8%	10.3%	8.2%	13.9%

- External factors like agency travel restrictions
- Inability to renew / secure federal contracts in this administration
- Poor reception of dues change; Affiliate members fail to respond to new membership value opportunities



## 2018 Key Budget Assumptions

### ▪ Income

- Sizable investment income
- Hutton funding of \$5,000 per student (vs. over \$6,000) covering OH
- \$100,000 of contract and grants income and \$25,000 net income from SP:30
- 20% annual meeting net goal based on 1,500 attendees, \$520 early registration rate, similar fundraising and exhibitor fees
- Growth in memberships of 5%
- Consistent budgeted income in CE, jobs, books, CSC/Cornell
- Sizable increase in journal subscriptions from new Wiley agreement



## 2018 Key Budget Assumptions

### ▪ Expense

- Additional depreciation for GBRT and minor equipment purchases
- New journal editorial assistant staff position; 3% COL and 10% benefits premium increase for staffing
- Additional meeting costs for Board meeting in Puerto Rico
- Similar annual meeting program & plenary schedule, convention center rental fee and limited support from Atlantic City CVB
- Additional iMIS system support and cost of bi-annual license fee
- Editor in Chief positions for four journals at \$10,000 each



## 2018 Annual Meeting Budget

American Fisheries Society Annual Meeting Budget Comparison 2016 - 2018				
	AC 2018 Budget	Tampa 2017 Projected	Tampa 2017 Budget	KC 2016 Actual
Registration	\$ 741,000	\$ 586,000	\$ 920,000	
Sponsorships	130,000	119,000	130,000	
Exhibitor	85,000	115,000	95,000	
Event & Other Income	55,000	209,000	210,000	
Totals	1,011,000	1,029,000	1,355,000	573,000
Travel and AFS Meetings	57,000	52,000	57,000	
Program	13,000	12,000	16,000	
Arrangements	101,000	101,000	119,000	
Networking	499,000	546,000	693,000	
Communications	127,000	140,000	169,000	
Contingency/Skinner	22,000	25,000	47,000	
Totals	819,000	\$ 876,000	\$ 1,101,000	479,000
Net Change before profit sharing	\$ 192,000	\$ 153,000	\$ 254,000	\$ 94,000
% of Income	19%	15%	19%	16%
Attendees (projected/actual)	1,500	1,500	2,000	1,160
Regulr early rate	\$520	\$480	\$480	\$450
% of networking costs / registration	67%	93%	75%	



## Fundraising and Development Projects

NOAA National Marine Fisheries	\$126, 445 (After June 2018)
USDA U.S. Forrest Service	Needs to be renewed for 2018. (approximate value \$51,000)
Bureau of Land Management	\$40,000 (Report date close is Sept 2018. Funds can probably be pulled January/February 2018)
Wisconsin DNR	\$5,000 (April/May 2018)
Oregon Chapter (Hutton)	\$4,000 (Need to confirm/request for FY18. Not sure if only for one year.)
Cornell	\$70,000 (Continues in FY18)
Michigan State	\$xxx (Will this continue in FY18?)





## Work in Process & New Funding Opportunities

NFWF Next Generation Conservation	\$100,000 (Deadline to apply November 2017)
AFS 148 <sup>th</sup> Annual Meeting Fundraising	\$40,000 – 45,000 (AFS portion only – we could slightly stretch this budget if necessary, was around \$43k in FY17. Budgeted \$30k)

Hutton Funding (x30 Scholars @ \$6,680?)	\$200,400
AFS 148 <sup>th</sup> Annual Meeting Funding	\$20,000 for plenary or similar special funding
CASS Policy Fellowship FY18/19	\$90,000
Unrestricted Funds	\$25,000



## 2018 Budget Reconciliation

<u>Activity</u>	<u>Fav (Unfav)</u>
▪ Beginning Net Change	(\$179,000)
▪ Staffing (reduce 2 pos.)	\$102,000
▪ Travel expense reduction	\$14,000
▪ Grow membership addl 3%	\$10,000
▪ Annual meeting plenary sponsors	\$21,000
▪ New contract income	\$25,000
▪ Online advertising	\$12,000
▪ New institutional members	<u>\$35,000</u>
	<u>\$219,000</u>

**New net change = \$40,000**

## Appendix 5: Policy Update



### POLICY BRIEFING

Drue Banta Winters  
Tom Bigford  
AFS Governing Board  
August 19, 2017

### POLICY RESOURCES



- Policy staff
- Resource Policy Committee
- Partnerships
- Next steps on policy analyst



## CURRENT POLICY ISSUES

- Waters of the U.S. Rule "WOTUS" Repeal
- Fiscal Year '18 Federal Budget
- Recovering America's Wildlife Act
- Magnuson-Stevens Re-authorization
- Endangered Species Act
- Sportsman's Bill/National Fish Habitat Partnership
- Aquaculture
- Farm Bill

<https://fisheries.org/2017/07/cass-statement-wotus/>



## POLICY COMMUNICATIONS

- AFS website
- Newsletter
- Social media
- Policy specific newsletter

## POLICY COMMUNICATIONS



## BUILDING MEMBER CAPACITY

- **Member engagement in policy development and communication**
  - Letter writing
  - Background documents and fact sheets
  - Field visits
  - Websites and social media
  - Relationships

**Enhance capacity through advocacy training**

# Appendix 6: Marketing Membership



## UPDATES

A dues increase passed unanimously, August 4, 2017 through the Management Committee and was ruled to take effect in 2018.

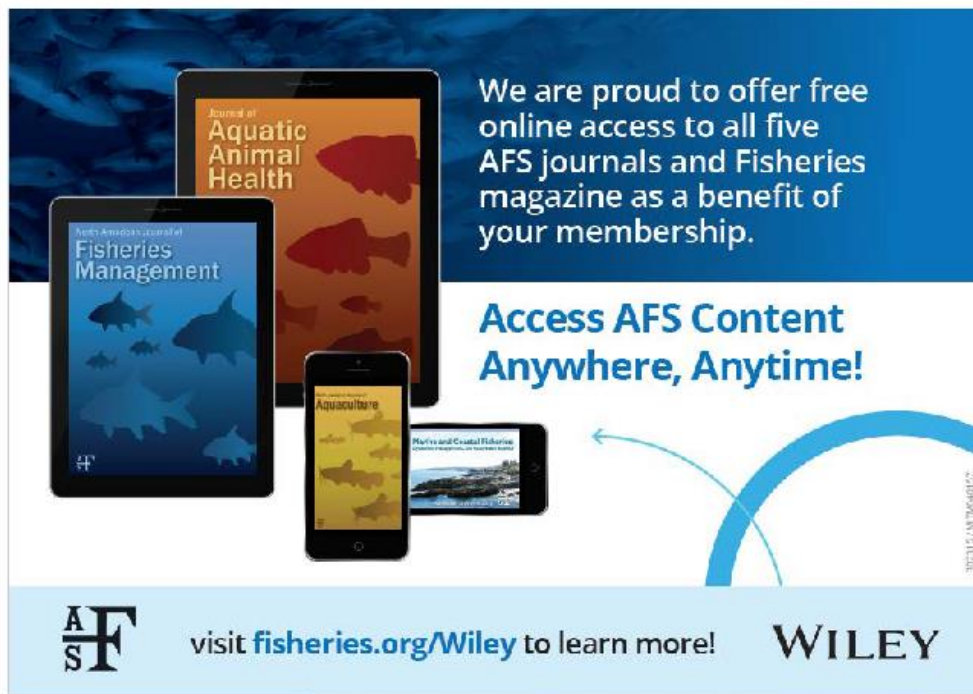
Membership Category	2018 Dues Rate
Regular	\$95
Retired	\$50
Young Professional	\$50
Student	\$25

## WHY A DUES INCREASE

- ✓ While AFS has enhanced member benefits over the past few years, it has not added significantly new services in recent years.
- ✓ Providing free online journal access brings AFS in line with other scientific associations and represents a quantifiable higher member value.
- ✓ A dues adjustment also helps offset additional editorial costs.

## IMMEDIATE ACTIONS

AUGUST (AFS Annual Meeting in Tampa)
Wiley postcard in registration kits
Dues increase postcard slides and handouts for Unit Leader meeting
Dues increase slides for Business meeting
Dues Increase "Good News" Announcement ready (with quotes from Doug and Steve) in press release format.
Web landing page for the Wiley announcement



We are proud to offer free online access to all five AFS journals and Fisheries magazine as a benefit of your membership.

**Access AFS Content Anywhere, Anytime!**

visit [fisheries.org/Wiley](http://fisheries.org/Wiley) to learn more!

**WILEY**

AFS

Journal of Aquatic Animal Health  
North American Journal of Fisheries Management  
Journal of Aquaculture  
Marine and Coastal Fisheries

30231817040101



**Transactions** of the  
American Fisheries Society

# Coming in January!

We are pleased to announce  
that the American Fisheries  
Society portfolio of journal  
publications will soon be  
a part of the Wiley family!

**AFS** visit [fisheries.org/Wiley](http://fisheries.org/Wiley) to learn more! **WILEY**

## ONGOING MARKETING

SEPTEMBER
Steve – Dues increase/“Good news” Wiley announcement (to be sent to all members + non-member registrants via email)
Dues increase postcard (electronic) emailed as a follow-up.
<i>Fisheries</i> article submitted by Steve.
Newsletter to feature both Wiley and Dues Increase postcards.
Social media messages scheduled to coincide with emails to members.
Video or PP Presentation describing the new benefits and dues adjustment.
Place a link or embed an article on unit websites



## ONGOING MARKETING II

### OCTOBER - DECEMBER

Letter from Doug (positive year summary)

Follow-up Wiley pitch letter from Steve (to be emailed).

Membership Renewal: Include new benefits/dues increase reasoning in all monthly electronic renewal reminders (Steve's "good news" message)

Membership Renewal: Dues increase postcards used to reach broader audience of non-members via e-mail

Membership Renewal: Flyer form of Steve's "good news" inserted with hard copies of renewal invoices mailed out in second half of December.

Distribute Dues increase postcard to Units ahead of 2018 annual meetings. Provided downloadable resource kit for Units.

Update panel(s) on Divisions membership recruitment displays





## HOW MUCH WILL YOU SAVE?

Enjoy free online access to all five AFS journals, now included with your membership! If you subscribe to one journal, you will save \$10 per year. Your savings can add up to more than \$100 if you currently subscribe to multiple journals. Or, for the price of just a few à la carte article downloads, now you can have unlimited access to almost 150 years of scientific knowledge.

## NOW INCLUDED

- *Transactions of the American Fisheries Society*
- *North American Journal of Aquaculture*
- *North American Journal of Fisheries Management*
- *Journal of Aquatic Animal Health*
- *Marine and Coastal Fisheries*
- *Fisheries Magazine* (print & online)
- *Reviews in Aquaculture* (Wiley journal)

## 2018 DUES

Regular - \$95  
Student - \$25  
Young Professional - \$50  
Retired - \$50  
Developing Country - \$10

## EXAMPLES OF SAVINGS

Regular member with 1 journal = ~~\$105~~, now \$95  
Regular member with 4 journals = ~~\$180~~, now \$95

## EASIER TO USE

New interface does not require yearly token redemption. Print subscriptions are still available at the same cost as previously.

## TOTAL SAVINGS

With up to \$200 off Annual Meeting registration and 30% off books, your annual membership can save you hundreds of dollars per year.



## HOW TO RESPOND TO INQUIRIES

We have suggested four talking points  
to emphasize the positives

## TALKING POINT 1

“There is a lot of good news here.

All members will receive online access to all five AFS journals, *Fisheries* magazine, and Wiley’s Reviews in Aquaculture. Members will be able to access nearly 150 years of scientific knowledge without an additional subscription to InfoBase.”

## TALKING POINT 2

“Members will save money. This is how:

Members who subscribe to just one journal will save \$10. Members who subscribe to four journals will save nearly \$100.”

Regular membership + one journal = \$95 (not ~~\$105~~)

Regular membership + four journals = \$95 (not ~~\$180~~)

### TALKING POINT 3

“More good news:

We’re eliminating yearly subscription tokens, meaning members will have easier access to journals.”

### TALKING POINT4

“We’re planning to increase benefits for members in the area of continuing education, distance learning, and certifications.”

## ACTIVITY

Groups of three or four will discuss opportunities for how AFS should market these changes to various membership audiences:

- Regular Members
- Students and Young Professionals
- Affiliate and Chapter Only Members
- Prospective Members