

# WORKING DRAFT

## 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>1. Work with Steve McMullin, AFS staff and hosts to plan and implement a successful annual meeting in Atlantic City</li> <li>2. Continue to develop joint TWS-AFS meeting in 2019, develop organizational structure, implement planning process</li> <li>3. Evaluate and incorporate review of financial targets and management for future annual meetings</li> <li>4. Continue to review and refine the meeting experience including design of regular symposiums, plenary sessions, new technology and other</li> <li>5. 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 contract.</li> </ol>	<ol style="list-style-type: none"> <li>1. All journals fully transitioned to Wiley process; AFS staff trained in any new systems; Wiley and AFS work through transitional issues</li> </ol>	
Implementation of the Reno publications	Obtain GB approval of Reno recommendations, develop implementation plan and work with Reno	<ol style="list-style-type: none"> <li>1. Development and hiring of EIC's</li> </ol>	<ul style="list-style-type: none"> <li>• Budget authority for hiring approved by MC</li> </ul>

workshop recommendations	team, POC and others to implement recommendations.	<ol style="list-style-type: none"> <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>	
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>	

**Education Goal:** *(Support education and professional development in fisheries, aquaculture, and aquatic sciences).*

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	
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	

**Education subgoal: Certification Program**

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.	

**Communication Goal:** *(Disseminate fisheries science information).*

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,	<ol style="list-style-type: none"> <li>1. Basic framework and concepts developed with significant activities (e.g. video or book) with scoping documents available at AC meeting.</li> <li>2. Continue efforts to explore AFS branding in conjunction with the 150<sup>th</sup> anniversary</li> </ol>	<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>	

**Networking Goal:** *(Provide forums and networks to promote interaction among fisheries professionals and students).*

Continue to expand AFS partnership efforts with other organizations	Build new cooperative agreements or other partnership agreements with organizations with shared interests and goals.	<ol style="list-style-type: none"> <li>1. Develop new agreement with USGS and renew expired agreements as needed (e.g. BLM)</li> <li>2. Identify at least one new federal agency to develop cooperative agreement</li> </ol>	
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>1. Build new partnership and identify potential WCFS members.</li> <li>2. Complete new budget, dues formula, and improve financial management of WCFS</li> <li>3. 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>1. Maintain productive monthly calls</li> <li>2. Further develop and find funding for shared policy intern or fellow</li> </ol>	

**Advocacy Goal:** *(Promote the fisheries profession and support evidence-based decision making for the conservation, development, and sustainable use of fisheries resources and aquatic ecosystems).*

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>1. Develop AFS donation option for Policy program support.</li> <li>2. Develop and market individual member donation program.</li> <li>3. Identify and solicit funds from at least one foundation or other outside funding entity to support program</li> <li>4. 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>1. Deliver at least one national webinar on policy engagement.</li> <li>2. 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.

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

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	<p>Meet with and submit proposals for funding to at least four new potential funders.</p> <p>Engage AFS leadership in expanded fundraising programs.</p> <p>Launch at least one new fundraising program targeted to AFS members</p> <p>Bring in at least \$100,000 in new funds for AFS</p>	
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,	5% increase in total member numbers for AFS in 2018 over 2017	

	working with chapters to move more affiliates into AFS membership status, and other activities.		
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