

WORKING DRAFT

2018-2019 Executive Director Proposed Annual Work Plan

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Submitted to AFS Incoming President Jesse Trushenski, the AFS Management Committee and the AFS Governing Board

AFS Atlantic City Annual Meeting, August 17-23, 2018

Goal Summary	Specific Activities	Target or Goal	Resource Needs and Related Notes
Science Goal: <i>(Advance and promote fisheries, aquaculture, and aquatic sciences).</i>			
Annual Meeting Management	<ol style="list-style-type: none"> 1. Continue to develop joint TWS-AFS meeting in 2019, develop organizational structure, implement planning process 2. Evaluate and incorporate review of financial targets and management for future annual meetings 3. Help to establish the Meetings Oversight Committee and work with them to develop a work plan and initial set of activities. Rewrite AFS Procedures on meeting management. 4. Sesquicentennial yearlong events and Columbus celebration planned and ready to implement 	<ol style="list-style-type: none"> 1. Meet meeting financial and participation targets. Create joint sessions and opportunities for new and creative collaboration 2. Develop new revenue and profit goals including exploration of sponsorship options and other revenue sources. 3. Committee established, work plan developed and operational for Reno meeting. MOS should be supporting Columbus meeting with recommendation for new/revised activities. New annual meeting procedures approved by Reno meeting. 4. 150th events ready for initiation at Reno meeting. Full year of events planned. 	Committee established by AFS President and chair fill committee roster.
Books program review and future plan development	<ol style="list-style-type: none"> 1. Work with AFS President to develop a special committee on the books program to conduct a review and thoughtfully and creatively envision the future of books for AFS 2. Solicit new titles and expand book authorship by AFS Sections and others 	<ol style="list-style-type: none"> 1. Review completed and report accepted at Reno meeting 2. Identify 5 new titles in 2019 and move proposal stage. 	Special committee established by AFS President

Advancement of journals	Support Publications Overview Committee, EIC's and staff in efforts to strengthen AFS publications	<ol style="list-style-type: none"> 1. Expand number of high profile papers in journals resulting in increase in Impact Factors 2. Expand social and traditional media access to journals 	
Explore development of keynote topical conference/workshop in D.C. area	Develop concept paper for a 1-2 day topical event in D.C. focusing on a critical fisheries issue with policy-science interface. Event should result in a high level report or synthesis paper, possibly invitation only, in partnership with appropriate other NGO's, foundations, or agencies	Concept paper developed and submitted to AFS leadership for discussion	
Education Goal: <i>(Support education and professional development in fisheries, aquaculture, and aquatic sciences).</i>			
CE Distance Learning offerings	Support Presidential Special Committee on CE soft skills course development.	Establish Special Committee and provide support as needed.	
AFS SP35 CE course	Have fully developed and available, the distance learning course for AFS Special Publication 35	By July 1, 2019 have course available to users.	Funding from SP35 effort may need to be expanded depending upon course development costs.
Fully evaluate Leadership development program	Work with AFS leadership to explore the development of a substantial leadership program for AFS members.	Concept paper to AFS leadership by Reno meeting	
Hutton program review and improvements	Complete a review of Hutton Program impacts; further develop funding options; redesign student-mentor pairing process; develop pipeline concept	Program evaluation design completed by Jan. 1. Implemented with report by Reno 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	
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. Due to staff time commitments, full assessment may not be completed until 2020 unless volunteer committee can manage process.	Certification committee will need to be fully engaged and supportive of the assessment. This project would be secondary to Hutton review as described above.
Re-engineering of administrative	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.	

aspects of certification program			
Communication Goal: <i>(Disseminate fisheries science information).</i>			
Web site re-design and transition	Determine website upgrade needs to address WordPress Gutenberg release. Make updates as needed.	By Dec. 31, 2018, have full upgrade plan submitted to AFS officers and MC. Complete upgrades by mid-summer 2019	
Coordination of initial communications planning for 150 th	Fully developed communication plan integrated with work of the 150 th planning committee and the Columbus planning team.	<ol style="list-style-type: none"> 1. Basic framework and concepts developed with significant activities (e.g. video or book) with scoping documents available at AC meeting. 2. Continue efforts to explore AFS branding in conjunction with the 150th anniversary 	<ol style="list-style-type: none"> 1. Work with 150th planning committee and Columbus planning team to provide guidance and support. 2. Fully evaluate and acquire funding as needed and within AFS financial plan
Brand Revitalization	With the Communications Committee, develop two-year timeline for brand revitalization phases -- research, creative and implementation – as they correspond with the Strategic Plan and 150 th Planning.	<ol style="list-style-type: none"> 1. Conduct research in branding 2. Submit initial branding findings and proposal to AFS leadership at mid-year meeting. Consider recommendations on brand-revitalization in Spring-Summer 2019. 3. Have full branding concepts to AFS leadership for adoption at Reno 	Note: If phases 1 and 2 proceed (the creative and implementation phases) for the brand revitalization, we will need to develop detailed guidelines (and training) for adaption across the Units. This will take us through 2021 to fully implement.
Networking Goal: <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.	<ol style="list-style-type: none"> 1. Develop new agreement with USGS and renew expired agreements as needed (e.g. BLM) 2. Identify at least one new federal agency to develop cooperative agreement 	
World Council of Fisheries Societies (WCFS)	Expand WCFS funding and programming to make the Council more effective and expand partnership. Explore with AFS leadership submitting a bid for hosting WFC2024	<ol style="list-style-type: none"> 1. Build new partnership and identify potential WCFS members. 2. Complete new budget, dues formula, and improve financial management of WCFS 3. By or at Reno have decision on WFC2024 	Lack of time is serious obstacle. Finding assistance from AFS membership (possibly IFS) is needed for WCFS to receive appropriate attention.
CASS support and JASM-2	Complete RFP process for JASM-2 and successfully select and contract meeting location		

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).*

Identify key policy priorities for 2019	Work with leadership to identify key issues; engage AFS units at all levels to support policy efforts		
Fund and fill policy analyst position	Work with Policy and Development Directors to acquire funds to support hiring 2 nd policy position	<ol style="list-style-type: none"> 1. Develop AFS donation option for Policy program support. 2. Develop and market individual member donation program. 3. Identify and solicit funds from at least one foundation or other outside funding entity to support program 4. Work with AFS units to solicit funds. 	
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"> 1. Deliver at least one national webinar on policy engagement. 2. Develop and deliver at least one live training program in policy engagement. 	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>	
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.	Reporting tool complete in time for mid-year report submission	
Development and implementation of a new, cohesive membership strategy	Work with staff and Membership Committee to develop a comprehensive strategy for membership development that includes an annual workplan, identifies areas where information is needed, includes metrics and reporting, etc.		