

WORKING DRAFT

2019-2020 Executive Director Proposed Annual Work Plan

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Submitted to AFS Incoming President Scott Bonar, the AFS Management Committee and the AFS Governing Board

AFS Reno Annual Meeting, September 27-28, 2019

Objective 1. Advance fisheries disciplines, conservation, and management			
<i>Goal Summary</i>	<i>Specific Activities</i>	<i>Target or Goal</i>	<i>Resource Needs and Related Notes</i>
Strategy 1.1 Annual Meeting Management, Coordination, and communications planning for the AFS150 th Meeting	1. Work with Ohio Chapter and 150 th Committee to deliver a well-managed, stimulating and profitable annual meeting in Columbus. 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 year-long events and Columbus celebration planned and ready to implement 5. Launch of the nation-wide, multi-division Annual Meeting Sponsorship Committee	1. Meet meeting financial and participation targets. 2. Develop new revenue and profit goals including exploration of sponsorship options and other revenue sources. 3. Implement approved recommendations of the MOC. Work with MOC to identify and address next round of key issues. 4. Using efforts and larger pool for sponsors and fundraisers to help Annual Meeting meet it's sponsorship goal.	
	1. Fully developed communication plan integrated with work of the 150 th planning Committee and the Columbus planning team.	1. Basic framework and concepts developed with significant activities (e.g. video or book) with scoping documents available at AC meeting.	1. Work with 150 th planning committee and Columbus planning team to provide guidance and support.

		2. Continue efforts to explore AFS branding in conjunction with the 150 th anniversary	Fully evaluate and acquire funding as needed and within AFS financial plan
Strategy 1.2 Hold events to encourage stewardship of fisheries resources; engage with various fisheries disciplines and educators to increase impact	<ol style="list-style-type: none"> 1. Further develop TIA partnership and engage chapters with TU and IWL to create opportunities for initial program pilot efforts 2. Develop concept paper for a 1-2 day topical event in D.C. focusing on a critical fisheries issues 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 	1. Concept paper developed and submitted to AFS leadership for discussion	
Strategy 1.3 Foster use of standards/best practices for fisheries conservation and management	<ol style="list-style-type: none"> 1. Work to successfully fund 2nd part of Standard Sampling book. 2. Work to successfully fund MSCG proposal for Blue Book fish health diagnostics 		

Objective 2. Develop Fisheries Professionals

Goal Summary	Specific Activities	Target or Goal	Resource Needs and Related Notes
Strategy 2.1 Provide continuing education by offering training and courses at affordable prices for AFS members	1. Work with CE Committee to develop a long-term vision for CE (see charge letter to CE Chair) throughout AFS and in relation to other providers (e.g. NCTC, universities, MAT)	Develop a work plan for reviewing CE and creating new vision. Present general charge and approach at mid-year GB meeting. Provide full report and recommendations at Columbus meeting. <i>(note that this exercise may incorporate part of all of #2 and #3 below)</i>	Potential guidance from GB regarding direction of the CE committee.
	2. Support for working group (possible Special Committee or assignment to CE committee) on CE "success skills" course development.	Establish Special Committee and provide support as needed.	Need to determine how to organize and manage this effort.
	3. AFS SP35 CE course. Have fully developed and available, the distance learning course for AFS Special Publication 35	By July 1, 2020 have course available to users.	Course development work session was postponed due to government shutdown and is being rescheduled for fall 2019.

	4. Work with AFS leadership to explore the development of a substantial Leadership Academy program for AFS members.	Concept paper to AFS leadership by mid-year GB meeting	This will need to be a joint effort of CE committee or other volunteers, staff and AFS leadership
Strategy 2.2 Promote the fisheries sciences professional certification program	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. Establishment of sub-committee for this project
	Need to improve automation and business process of certification to reduce management time.	Assessment of processes completed by June 1, 2020. Recommendations to be implemented as appropriate from that point forward.	
Strategy 2.3. Utilize novel techniques to encourage greater participation in annual and other meetings	Utilize engagement tracking functionality in iMIS.		

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

Goal Summary	Specific Activities	Target or Goal	Resource Needs and Related Notes
Strategy 3.1 Develop products and online resources to promote the value of fisheries sciences, aquatic habitat and other fisheries disciplines through a web site redesign	Determine website upgrade needs to address WordPress Gutenberg release. Make updates as needed.	Work with ESAB to develop assessment of AFS web site. Present assessment at mid-year GB meeting with possible upgrade approaches. Based upon assessment, develop RFP for design and coding work. Have full proposal with budget for review and approval at Columbus meeting	ESAB will provide critical assistance throughout the entire process and will be an important partner with staff and contractors.
Strategy 3.2 Strengthen relationships and	Build new cooperative agreements or other partnership agreements with organizations with shared interests and goals.	1. Develop new agreement with USGS and renew expired agreements as needed (e.g. BLM)	

partnerships with other professional societies, etc. Develop collaborative projects and programs with like organizations		2. Identify at least one new federal agency to develop cooperative agreement	
	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	
Strategy 3.3 Publish high-quality technical journals, books, and proceedings on recent advances, reviews, and synthesis of fisheries topics	<ol style="list-style-type: none"> 1. Complete work of Books Special Committee 2. Solicit new titles and expand book authorship by AFS Sections and others 3. Update AFS Online Bookstore. 	<ol style="list-style-type: none"> 1. Complete report and provide recommendations at mid-year meeting (Little Rock) 2. Develop new books brochure targeted to authors. Work with AFS Sections and others to identify and nurture book proposals. 3. Develop RFP for design and coding. Work with ESAB and MC/GB to obtain approval for use of Publications funds possibly without repayment or by restarting the additional book charge that built the fund. 	
	Increase Journals Impact Factor or other relevant indicators of journal value or importance.	Work with Wiley, EICs, CASS, etc. to expand subscribers and impact factor	
	Gray Literature Clearinghouse – finish development of initial phase to prove concept. Seek funds for continuation of program	Successfully complete MSCG funded project for clearinghouse and populate system with state agency documents where feasible and within limits of funding. Develop proposal for MSCG funding or other sources for maintenance and expansion of program.	

<p>Strategy 3.4 Develop and disseminate science-based communications materials that reflect AFS's mission to share its collective expertise with political leaders, decision-makers, educators, stakeholders and the public</p>	<p>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</p>	<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. 	<ol style="list-style-type: none"> 1. Policy staff, interns and others will need to have time and resources available for this work.
<p>Strategy 3.5 Advance AFS's promotion of scientific research and sustainable fisheries management by expanding science communication knowledge and skills</p>			

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

<i>Goal Summary</i>	<i>Specific Activities</i>	<i>Target or Goal</i>	<i>Resource Needs and Related Notes</i>
<p>Strategy 4.1. Develop/maintain process and practices to promote diversity within the Society and the fisheries profession</p>	<p>Develop pilot program of Hutton university partnership. Complete a review of Hutton Program impacts; further develop funding options; further develop pipeline concept by connections with universities and potential internship employers</p>	<ol style="list-style-type: none"> 1. Fully develop pilot program with Virginia Tech and possible other partners. Implement in summer 2020. 2. Develop proposal for review of Hutton program. 	<p>Hutton committee will need to be fully involved. AFS Development staff will need to provide support and guidance.</p>
	<p>Support Equal Opportunities Section (EOS) and others to continue work of Diversity Joint Venture (DJV) and enhance diversity efforts of AFS</p>	<p>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</p>	<p>Evaluate who (staff, officer, other) is the best representative(s) of AFS to DJV</p>

<p>Strategy 4.2 Enhance participation of all groups in AFS to enhance recruitment, retention and reactivation, and develop future AFS leaders</p>	<ol style="list-style-type: none"> 1. High School Membership category development. Development of working group to craft membership benefits, programs and resources for HS members 2. Re-design Organizational Membership categories to better address needs of potential members. Review and seek approval of Strategic Partners Program (SPP) 3. Continue to improve member on-boarding and refine the member renewal process 	<ol style="list-style-type: none"> 1. Establish working group and have first session by end of 2019. Develop initial set of concept for discussion at mid-year GB meeting. Work with TIA to initiate at least pilot HS program in select Virginia high school(s) 2. Propose SPP at Reno, refine over fall and seek full approval for implementation in 2020. 3. Create/revise content for new member welcome for 2020 renewal period 	
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Objective 5. Provide effective governance of AFS and high-quality service to AFS members

Goal Summary	Specific Activities	Target or Goal	Resource Needs and Related Notes
<p>Strategy 5.1 Practice transparent “good governance” through elections, planning, sound financial management of assets, revenues, and expenses and periodical review of governing documents</p>	AFS financial health	<ol style="list-style-type: none"> 1. Complete balanced budget in 2019; implement practices and programs to return to revenue positive budget in 2020. 2. Review and update Investment Committee role and relevant AFS Procedures to more effectively engage IC and Audit Committee in AFS financial management. Propose changes at mid-year GB meeting 	<p>IC, Audit Committee and Staff will need to thoroughly review Procedures and make recommendation to MC and GB.</p> <p>With approval of President, include IC and Audit Committee in quarterly MC financial reviews</p>
	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

<p>Strategy 5.2 Recognize achievements and contributions of members, partners, and Units through awards.</p>	<p>Redesign the management of certificates for the awards program in order to reduce staff time, improve efficiency and provide units with automated system.</p>	<p>Evaluate and propose options by April 1, 2020</p>	
<p>Strategy 5.3 Evaluate opportunities for ensuring financial stability</p>	<p>Implement the proposal for the Annual Meeting Sponsorship Program to replace individual meeting fundraising committees</p>	<p>Draft a Meeting Sponsorship Committee Charter and recruit broad representation from LAC, divisions and at-large members reflecting new revenue sharing model</p>	<p>Need approval of MC/GB and recruitment of skilled and enthusiastic members of committee</p>
<p>Strategy 5.4 Use best available techniques such as surveys, focus groups, social media and other means to determine and respond to the needs, interests and opinions of AFS members</p>	<p>Work with Meetings Oversight Committee to develop improved and standardized annual meeting survey with implementation at Columbus</p>	<p>Have draft survey by May 1, 2020 with final survey completed by August 1, 2020 for implementation at Columbus</p>	