

Based on AFS Strategic Plan Goals and Strategies (attached)

1. **Science Goal:** Advance and promote fisheries, aquaculture, and aquatic sciences.
2. **Education Goal:** Support education and professional development in fisheries, aquaculture, and aquatic sciences.
3. **Communication Goal:** Disseminate fisheries science information.
4. **Networking Goal:** Provide forums and networks to promote interaction among fisheries professionals and students.
- 5.
6. **Advocacy Goal:** Promote the fisheries profession and support evidence-based decision making for the conservation, development, and wise use of fisheries resources and aquatic ecosystems.
7. **Governance Goal:** Practice good governance of the Society and its member units.

Cal-Neva AFS 2018-2020 Strategic Plan

**Will update with the release of the Society's new plan*

1. Conduct Annual Meetings

- a. Work with AFS Headquarters, WDAFS, and the appropriate counterparts with the The Wildlife Society, to plan the 2019 National meeting in Reno.
- b. Select and negotiate locations for the next four years
 - i. 2020 – Sacramento Area?
 - ii. 2021 – East
- c. Annually support President-Elect in convening Planning Committee in preparation of Annual Meetings

2. Advance and promote fisheries, aquaculture and aquatic sciences

- a. Support revision of Miller and Lea Guide to California Marine Fishes
- b. Provide forum for advancing and communicating science at annual meeting with multiple technical sessions and current issues
- c. Develop a small grant (project) award to offer annually to chapter members.

3. Support education and professional development.

- a. Continue to work with the subunits to increase participation on the ExComm and chapter events.
- b. Sponsor student subunits and support through grants, outreach and participation with subunit members.
- c. Present 4 continuing education classes a year, both at annual meetings and stand-alone courses.

- d. Provide travel grants to support participation of students and young professionals at annual meetings.
- 4. Enhance communication on fisheries science and Chapter activities and AFS benefits.**
 - a. Update Chapter website with format (consistent with new Society template if applicable), news items, governance documents, meeting minutes, links to other content.
 - b. Newsletter prepared and distributed 3-4 times per year. Establish a standard schedule and template to streamline preparation.
 - 5. Retain and increase membership through outreach and benefits.**
 - a. Work with Society to update member database with current and recently lapsed members. Ensure that Chapter membership/dues can be selected on Society renewal page.
 - b. Reach out to lapsed members and non-member meeting attendees.
 - c. Poll members on interests and needs.
 - d. Communicate value and benefits of AFS membership to agencies and individuals
 - 6. Provide forums for networking**
 - a. Annual Meeting
 - b. Plan social events for Cal-Neva AFS, in conjunction with TWS or other groups.
 - c. Develop workshops to co-sponsor with the TWS and other groups.
 - 7. Promote the fisheries profession and support evidence-based decision making for the conservation, development, and wise use of fisheries resources and aquatic ecosystems**
 - a. Fill vacant Conservation committee and establish a co-chair position to be filled by a Nevada member.
 - b. Outreach to Western Division chapters and committees, for ideas and support on advocacy.
 - c. Work with the Parent Society's Policy Director to move issues forward within membership
 - 8. Enhance effectiveness of Chapter Executive Committee.**
 - a. Fill vacant committee chairs within a timely fashion.
 - b. Recruit additional members for committees.
 - c. Seek candidates for elected officer positions in timely manner – President, Secretary, and Treasurer.
 - d. Hold monthly meetings with timely distribution of agendas, minutes, and action items.
 - 9. Facilitate good governance of Chapter and streamline practices.**
 - a. Update the procedures manual and bylaws, working with the Society's Constitutional Consultant.
 - b. Work with the student subunits to make sure their bylaws are up-to-date and accepted by the Parent Society
 - c. Prepare President's Plan of Work.
 - d. Prepare 2-year Budgets, with goal of non-wasting investments and having a zero budget.
 - e. Maintain sufficient financial reserves to pay for one annual meeting without any profit assumed.

ATTACHMENT - AFS Strategic Plan Goals and strategies

GOALS

1. **Science Goal:** Advance and promote fisheries, aquaculture, and aquatic sciences.
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STRATEGIES

The Society uses a number of Strategies to accomplish these goals; each strategy may address multiple goals.

1. Organize and sponsor forums to present new findings and exchange ideas.
(Possible metrics: (1) Number of meetings, workshops, conferences, and symposia organized, (2) Number of informal gatherings or other networking opportunities organized, (3) Results of member satisfaction surveys, (4) Number of attendees)
2. Provide continuing education opportunities with an emphasis on training and courses that are not commonly offered by academic institutions and/or that will be essential tools in the future.
(Possible metrics: (1) Number of courses; (2) Number of students; (3) Types of courses offered: quantitative skills, regulatory, social science/human dimensions of fisheries management, field and lab safety certification, field and/or laboratory methods, new and emerging topics, fisheries management; (4) Post-training reporting)
3. Develop communication products and publicly accessible information to promote the value of fisheries, aquatic habitat, and fisheries sciences.
(Possible metrics: (1) Descriptions of information developed and how that information was communicated, (2) Potential number of people who received the information)
4. Develop relationships, partnerships, and collaborations with other professional societies, conservation organizations, decision makers, and stakeholders to establish and promote mutual goals of fisheries science, education, and stewardship.
(Possible metrics: (1) Descriptions of relationships/collaborations developed and how those contributed to the advancement of Society priorities and shared interests of partner organizations)

5. Publish high quality scientific journals, books, and proceedings that present recent advances, reviews and syntheses of fisheries and aquatic science and management.
(Possible metrics: (1) Number of manuscripts published, (2) Number of books published, (3) Number of papers published in symposia proceedings, (4) Editorial contributions, (5) Impact factor, (6) Number of citations)
6. Develop and disseminate scientifically-based communication materials that represent and reflect the mission of the Society to political leaders, decision makers, stakeholders, and the public.
(Possible Metrics: (1) Number and frequency of communiques; (2) Number of invitations to speak with decision makers, stakeholders, and the public; (3) Number of letters, briefings, reviews, testimonies, workshops)
7. Provide online resources of value and interest to members and non-members to be the leading source of online fisheries science.
(Possible metrics: (1) Number of unique visits to website, (2) Engagement of visitors on the website, (3) Time spent per visitor on the website;(4) Number of scientifically based tweets generated and number of Twitter followers)
8. Support, manage, and promote a fisheries professional certification program that is recognized as a distinguished mark of scientific excellence and expertise within and outside the Society.
(Possible metrics: (1) Number of certified scientists, (2) Number of agencies or institutions that give credit for certification in hiring and promotion, (3) Number of re- certifications)
9. Use innovative techniques such as surveys, focus groups, social media, and other means, to determine and respond to the needs, interests, and opinions of Society members.
(Possible metrics: (1) Blog entries, (2) Opinion surveys via website or social media, (3) Formal or informal focus group meetings; (4) Number of scientifically based tweets generated and number of Twitter followers)
10. Embrace and adopt new technologies to enhance and expand the Society's education, communications, networking, and advocacy activities.
(Possible metrics: (1) Types and numbers of technology used)
11. Enhance participation of students and professionals at all levels of the Society to assure member recruitment, retention, and leadership development into the future.
(Possible metrics: (1) Number of emerging leaders mentorship awardees, (2) Number of student awards, (3) Number of members in each membership category, (4) Proportion of student members that become young professionals, (5) Proportion of young professionals that become regular members, (6) Number and proportion of Chapter members who are Society members, (7) Development of membership database to support analysis)
12. Promote ethnic, socio-economic, generational, and disciplinary diversity within the Society and the fisheries profession.
(Possible metrics: (1) Group membership statistics; (2) Group membership survey results; (3) Group annual meeting participation; (4) Number of plenary speakers who are female or members of underrepresented groups; (5) Number of specific groups, teams, or individuals contacted for participation)

13. Recognize and acknowledge the achievements and contributions of members and partners through awards, special conference sessions, and other activities.
(Possible metrics: (1) Number and types of awards, (2) Number of awardees)

14. Hold elections and convene regular meetings of elected officers to plan activities that advance the mission of the Society and provide sound financial management of assets, revenue, and expenses.
(Possible metrics: (1) Financial status, (2) Elections held, (3) Number of leadership meetings, (4) Audit report results, (5) Diversity and sizes of income streams, (6) Accuracy of approved budget estimates)

15. Periodically review constitution, bylaws, and procedures manual and revise using appropriate procedures as necessary.
(Possible metrics: (1) Number and substance of new amendments passed, (2) Number of periodic reviews of documents)