

The Strategic Plan of the American Fisheries Society, 2005–2009

Prepared by

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I. Overview of the Strategic Plan and Planning Process

The 2005–2009 Strategic Plan is a revision and update of the 1999–2004 Plan. Thus its intent, form, and content are similar to those of the previous Strategic Plan but updated to reflect changes that have occurred since 1999 and to reflect the 2003–2004 Governing Board’s prioritization.

The Strategic Plan of the American Fisheries Society is intended to guide the Society’s activities through 2009. The Plan was developed for AFS as a whole and includes goals, strategies, and targets for each Unit within AFS. Each AFS Unit is encouraged to adapt the Plan to meet the goals that are most pertinent to that Unit’s mission; thus, Unit work plans will include a subset of the strategies in this Plan. All Unit annual reports to the Governing Board should refer to specific elements of this Plan to help AFS build a database of accomplishments and performance indicators that will be useful for evaluating AFS advancements and in developing the next strategic plan for 2010 and beyond.

The 2005–2009 Plan is organized around three Focus Areas that are identical to the “Major Goals” detailed in the 1999–2004 Plan. Under each Focus Area, a series of Goals are listed. In the previous plan these Goals were referred to as subgoals. The Strategy and Target terminology remains unchanged. Throughout this Plan, as in the previous version, we provide a historical and current analysis for each of the goals. The “Where We Are” sections describe AFS activities and context before the 1999 Strategic Plan was created and continue through its implementation until 2004. The “Where We Want To Be” sections describe the desired conditions for AFS by 2009.

In revising the content of the Strategic Plan, the committee built upon the information used in the previous Plan, which included the AFS Constitution, the 1994 AFS Strategic Plan, and Governing Board retreats held in March and August 1998. We also attempted to determine what had been accomplished under the existing Strategic Plan. We consulted the Membership Concerns Survey on the 1999–2004 Strategic Plan and reviewed Governing Board reports submitted during 2001, 2002, and 2003. Although many Divisions, Chapters, and Sections referenced Strategies in their reports, insufficient information was available to fully evaluate progress on meeting the Targets. Because of this difficulty, we consulted the AFS officers for their perspective on AFS progress toward each existing Strategic Plan Target. This process resulted in general agreement that in addition to the Targets used to assess the movement of the organization toward its goals, the Plan would benefit from a tool to track progress.

The Committee made preliminary revisions to the Strategic Plan, which involved removing those Strategies and Targets that had been met or were no longer relevant and adding those that related to new endeavors. We obtained additional input from the Management Committee and presented the revised Goals and Strategies to the Governing Board at their March 2004 meeting, asking them to vote for the five Goals or Strategies on which AFS should focus its efforts during the next five years¹. This process resulted in a prioritization of the Focus Areas (Aquatic Stewardship had the highest priority, then Information Transfer and Outreach, then Member Services) and a renumbering of the Goals and Strategies according to the Governing Board vote. Finally, we posted tables of the revised Strategies and Targets online to obtain member comments, many of which we incorporated.

¹ See I.R. Adelman and L.E. Bireley 2004. President’s hook: strategic plan revision. *Fisheries* 29(6):4.

II. Vision of the Future and for AFS

We envision the future context within which fisheries science and management will occur as essentially unchanged from the previous Strategic Plan:

By 2009, we expect that demands for fisheries resources and conflicts over uses of marine and freshwater systems will continue to increase and involve a greater variety of stakeholders than in the past. An emphasis on restoring ecosystem function will result in habitat improvement in some areas, but degradation will persist in others. Funding from traditional sources (e.g., through fishing license sales) for fisheries science and management will decrease. Potential funding from other sources will increase substantially (e.g., sponsors with a watershed focus), but with the concomitant broadening of agency missions imposed by diverse constituencies. Ecosystem-based management coupled with social and economic concerns will increasingly drive research and management agendas that will, by necessity, be shared among agencies operating as consortia. Business and industry will participate in ecosystem-based management because ecosystems are “owned” privately as well as publicly, and environmental agencies will move away from control-driven to incentive-driven regulatory schemes. Fishery and aquatic resource issues will be addressed at large watershed or geographic scales with information- and technology-intensive analyses, and will increasingly require rapid electronic communication to effect interjurisdictional cooperation. Electronic media will permit global information marketing and the creation of “knowledge networks” with attendant targeted information streams. Fisheries professionals will be more diverse, have more formal biological, physical, chemical, social, economic, and computer science education, and will be increasingly challenged to respond to diverse publics in decision processes. These professionals will expect AFS leaders to respond to their concerns and needs.

To respond effectively to this future context, we developed an organizational vision for AFS:

The American Fisheries Society will be recognized widely as a leader in promoting the development of fisheries professionals, advancing fisheries and aquatic science, and promoting the conservation and sustainable development of fishery resources and aquatic ecosystems. AFS Units will work together to achieve the Society’s mission. AFS members will view the organization as an important source of professional development and an excellent forum for receiving and disseminating research, management, and outreach information. AFS will actively use the best available technologies to facilitate communications among its members and with external audiences. The membership and leadership of AFS will reflect the diversity of the natural resources workforce. Information and expertise provided by AFS and its members will be sought and used by decision makers at local, provincial/state, regional, national, and international levels, both public and private. Other natural resource professional and scientific organizations will engage in productive partnerships with AFS.

As used in this strategic plan, “aquatic” refers to any water-based or water-dependent environment and system and includes marine, freshwater, estuarine, lake, riverine, and wetland systems.

III. Mission of AFS and Its Units

The AFS mission statement reflects the objectives stated in the AFS Constitution:

<p style="text-align: center;"><i>AFS Mission</i></p> <p><i>The mission of the American Fisheries Society is to improve the conservation and sustainability of fishery resources and aquatic ecosystems by advancing fisheries and aquatic science and promoting the development of fisheries professionals.</i></p>
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The mission of AFS will be carried out effectively, and our organizational vision will be attained, if each of the Focus Areas and Goals described below is met. Conservation and sustainability will be achieved through stewardship, restoration, and responsible use of fishery resources and aquatic ecosystems. Fisheries and aquatic science will be advanced through developing and disseminating research-based information to a variety of audiences and by enhancing the public image of fisheries professionals. Professionalism and excellence in research, education, aquaculture, policy, and management will characterize the activities of AFS members.

The efforts of AFS members acting through Units, including Chapters, Divisions, and Sections, are critical to carrying out the organizational mission. Each Unit serves a specific function in this effort. These functions are described by the generalized Unit mission statements below. Units should develop their own specific mission statements to articulate the intent of their members within the general framework of the AFS Unit organization.

Chapters

The mission of Chapters within the American Fisheries Society is to advance Society goals by coordinating member activities related to information exchange, outreach, and aquatic stewardship within their geographic regions, including coordinating with appropriate local, provincial, state, and tribal government and nongovernment agencies and organizations. Chapters serve member needs in local and provincial/state areas and represent those needs to the Division leadership.

Divisions

The mission of Divisions within the American Fisheries Society is to advance Society goals by coordinating and complementing Chapter activities related to information exchange, outreach, aquatic stewardship, and governance at a regional level and to maintain a liaison role with regional resource stakeholders. Divisions serve member needs in large geographic areas by coordinating with provincial, state, and tribal agencies and organizations as well as among AFS Units and by representing Chapter needs to the AFS leadership (i.e., Society officers, the Executive Director, and Governing Board members).

Sections

The mission of Sections within the American Fisheries Society is to advance Society goals by coordinating the activities of members with similar disciplinary and topical interests, by stimulating information exchange and outreach related to those interests, and by providing expertise to AFS and

other users. Sections serve member needs without geographic limits and represent member needs to the AFS leadership, particularly as they relate to the discipline or topical area. Sections may work with geographically based AFS Units to address specific member needs.

IV. Summary of Focus Areas

This Strategic Plan, based on AFS mission and constitutional objectives, describes how to achieve the Society's vision for the future. The Plan has three Focus Areas, presented in the order of the 2003–2004 Governing Board's prioritization:

- Aquatic Stewardship (Goals AS 1 through AS 3)
- Information Transfer and Outreach (Goals ITO 1 through ITO 5)
- Member Services (Goals MS 1 through MS 6)

Each Focus Area includes Goals critical to achieving success in that area as well as in the overall mission of AFS (Figure 1). Attaining the Goals in the Focus Areas should result in AFS's fulfilling its mission and attaining its vision. The Focus Areas and Goals are discussed in detail in the following sections.

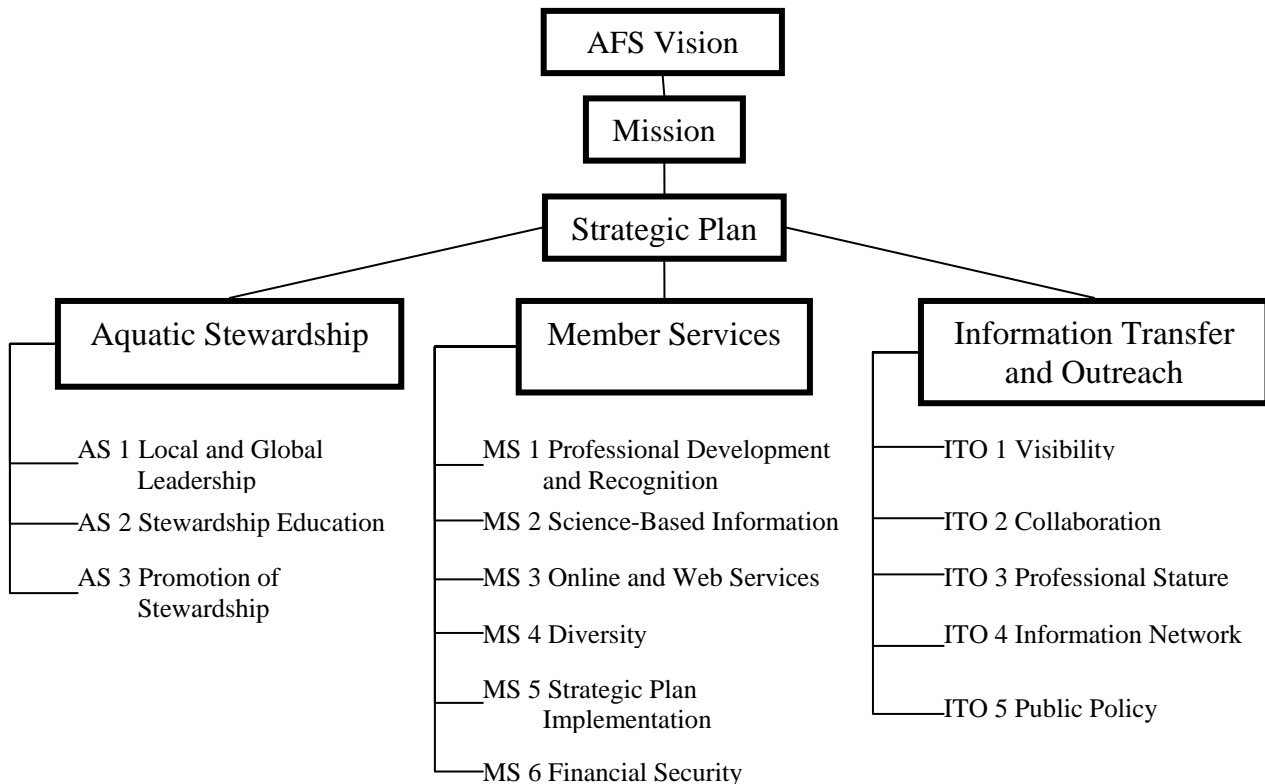


Figure 1 Focus Areas and Goals of the AFS Strategic Plan for 2005–2009.

Each of the sections includes general background information along with specific Goals. Each Goal includes contextual information (“Where We Are,” “Where We Want To Be”), strategies to

implement (“How to Get There”), outcome targets (“Indicators of Success”), the entity responsible for the outcome (“Responsibility”) and “Examples of Success” listing recent activities of AFS and its Units. Unless otherwise indicated, the Strategies and Targets cover the time period 2005–2009. Relative priorities for the Strategies are indicated by their order, which are based on discussions at the Governing Board meeting in March 2004. Targets are as specific as possible, but we recognize that quantitative data are lacking for many of them. The entities listed in the Responsibility column are included to help identify the staff, leaders, committees, or Units that most logically could be expected to achieve the Target. As this Plan and associated Unit work plans are implemented, the AFS Strategic Plan Committee will build a database of performance indicators that will be helpful in articulating realistic targets in the 2010–2014 Strategic Plan.

Several Goals overlap or complement each other. Rather than remove this redundancy from the plan, we believe that linkages should be shown explicitly to emphasize the importance of achieving success simultaneously in each of the three Focus Areas.

We provide continuity with the previous Strategic Plan in Appendix A, which lists the new Goal, Strategy, and Target numbers side by side with the old ones, and Appendix B, which lists the old Subgoal, Strategy, and Target numbers alongside the new numbers. We expect this to assist Units whose existing plans are patterned after the 1999–2004 Plan to revise their plans to more closely match the new AFS Strategic Plan.

V. Aquatic Stewardship

Focus Area AS, Aquatic Stewardship: AFS and its members will be leaders in promoting the sustainability and sound stewardship of fisheries resources and aquatic ecosystems.

Definition of sustainability: Fisheries and other aquatic resources are sustainable when they and the ecosystems that support them are managed in such a way that their viability and productivity are maintained for the benefit of future generations.

The last three decades have brought about monumental changes in the landscape of fisheries management. The scope has broadened to include a focus on watershed management, biodiversity, and habitat conservation. Disciplines such as fish culture, genetics, and physiology are being reexamined for their emerging new roles in fishery conservation, restoration, and recovery. Aquatic resource professionals are moving beyond the traditional single species focus and are now shifting to an ecosystem-based approach for fisheries management and research.

Accordingly, AFS has increased its efforts in resource conservation. In an often politicized field, AFS has been involved and influential while striving to remain apolitical and unbiased, focusing on providing the best scientifically sound information available to policy makers. Due to the complexity of issues (both scientifically and politically) and the continued expansion of players in the environmental arena (grassroots organizations, user group coalitions, etc.), our challenge will be to engage stakeholders and facilitate the development and exchange of important and relevant information.

The focus on stewardship addresses these challenges by establishing three goals:

1. Lead outreach and advocacy efforts for sustainable fisheries from local to global levels (Goal AS 1);
2. Educate those outside the scientific arena on the complex issues surrounding fisheries and aquatic natural resources (Goal AS 2); and
3. Promote the sound stewardship and conservation of aquatic ecosystems (Goal AS 3).

These Goals address the general topics and approaches AFS will use to provide leadership and stewardship. Goals in the ITO Focus Area identify more specific mechanisms that need to be addressed for AFS to maintain such a leadership role.

Goal AS 1, Local and Global Leadership: AFS leads outreach and advocacy efforts for sustainable fisheries and aquatic natural resources from local to global levels (2003–2004 Governing Board Priority 1).

Where We Are:

AFS has increased its emphasis on this area since the last Strategic Plan. Traditionally, AFS has focused on North American fisheries (mostly United States) and primarily on conventional fishery management issues and tools. The increased number and diversity of Sections reflect the recognition of the complexity of fisheries, and many Sections now take a more global approach to their specific area. Although AFS's efforts are varied in scope and have lacked a clear strategic

direction, progress has been made in becoming more internationally oriented. Certainly Canadian concerns were brought to the forefront at the very successful annual meeting in Quebec with many symposia directed at Canadian issues. The Western Division is leading efforts to cultivate a stronger Mexican presence and involvement in AFS initiatives, including discussion of creating a Mexican Unit. AFS has been instrumental in the success of the World Fisheries Congresses, including being the host of the very successful fourth World Fisheries Congress, in Vancouver, BC, in 2004. AFS is currently serving as Secretariat for the World Council of Fisheries Societies.

Since the last Strategic Plan, AFS has been a consistent presence in U.S. aquatic policy. This has been facilitated by adding first an intern and then a permanent position for Policy and Development coordination. During the Governing Board's midyear meetings in 2002, 2003, and 2004, Governing Board members made visits to key legislators on Capitol Hill, and beginning in 2003, AFS organized and hosted annual "Capitol Hill Briefings" on timely fisheries legislation. In 2004, AFS instituted a special briefing and introduction session for Sea Grant Knauss Fellows, many of whom go on to become career leaders in fisheries and aquatic resource policy issues. In addition, AFS made a coordinated (across various Units) and unified effort to provide comments to both the Commission on Ocean Policy (COP) and the Pew Oceans Commission during their 2001–2003 investigations to identify the most pressing issues facing the nation regarding the use and stewardship of ocean and coastal resources. Both of these investigations resulted in recommendations to institute changes in U.S. Ocean Policy to restore biological diversity and achieve sustainable use of marine ecosystems. The AFS "Stocks at Risk" policy statement series were widely received and used by other conservation and professional societies. However, efforts to make Society policy statements carry more weight have not been well coordinated. AFS position statements now appear on the AFS website, as does the Resource Policy Handbook with summaries of all policy statements and full text available on request. In general, position statements have been general and not proactive, and few have explicitly addressed the topics of habitat protection, watershed management, biodiversity, and holistic management. They need to be routinely reviewed and updated.

Where We Want To Be:

The Society seeks to be a global leader for advocating the sustainability and responsible use of aquatic ecosystems, while becoming increasingly active at the local (i.e., Chapter) level. Specific efforts at communicating with and educating others about sound stewardship methods and management practices need to be more international in scope. AFS should use its membership in the World Council of Fisheries Societies and its partnership with the Fisheries Conservation Foundation to advocate for sound stewardship. AFS should take full advantage of improving communication technology and information networks. The Society's most recent efforts have focused on defining "best available science;" developing a statement on dam removal; investigation the sources, implications, effects, and remediation of lead in the environment (in partnership with the Wildlife Society); and facilitating development of a North American Fisheries Action Agenda. These efforts need to be maintained to completion, and other efforts should be undertaken toward the overall goal of local and global leadership.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy AS 1.1. Establish a task force of AFS members from the International Section, Southern and Western Divisions and US/Mexico border Chapters to: 1) assess the desire of relevant Mexican fisheries stakeholders to have a greater role in AFS, 2) identify barriers to that greater role for Mexican fisheries, and 3) identify ways to overcome those barriers.	Target AS 1.1.a. A Mexican Unit of AFS has been established.	Ad hoc committee appointed by Society President.
Strategy AS 1.2. Develop (jointly with other professional societies, if appropriate) more timely white papers and position and policy statements (with widespread dissemination) on issues that are publicly visible (covered in the media), including issues that may be regionally-based (e.g., groundfish crisis on east coast of North America, salmon issues on west coast).	Target AS 1.2.a. Position statements and other aquatic stewardship outreach materials on major fisheries and aquatic ecosystem issues appear consistently, receive important treatment in the media, and are widely disseminated. Target AS 1.2.b. Position statements on at least 3-5 key issues are adopted during each 3-year period.	Resource Policy Committee
Strategy AS 1.3. Promote and expand AFS public policy presence in international fisheries conservation in the international community beyond North America.	Target AS 1.3.a. AFS holds leadership roles in the World Council of Fisheries Societies and other international fisheries conservation organizations Target AS 1.3.b. AFS Position Statements and other aquatic stewardship information are widely publicized and available to decision makers outside the US.	AFS Officers, Executive Director, International Fisheries Section
		Resource Policy Committee
Strategy AS 1.4. Disseminate more widely and with greater impact the existing position and policy statements (e.g., Human Use of Fish) to other professional, scientific, conservation, and industry organizations, the media, and political bodies/governments, particularly including Web access and recognition by search engines.	Target AS 1.4.a. All AFS position statements are published on the AFS Web site, recognized by major search engines and the number of "hits" the position statements receive increases annually. Target AS 1.4.b. AFS position statements and other scientific information and input on public policy are provided routinely to media and government agencies.	Staff
		Resource Policy Committee
Strategy AS 1.5. Sponsor workshops, partnering with other organizations as appropriate, for Units to train members in becoming more effective at establishing and maintaining communication with policy makers and media, and in dealing with local, national and international policy issues when we advocate for fisheries resources and aquatic ecosystems. (Also supports Goal ITO 2 - Collaboration.)	Target AS 1.5.a. Aquatic stewardship information provided to policy makers is developed through collaborative efforts with other professional, scientific, conservation and industry organizations.	Executive Director, AFS, Division, Section and Chapter Officers
	Target AS 1.5.b. The number of Units providing scientifically-based information and assistance to policy makers, the public, and media increases.	Divisions, Sections, Chapters
	Target AS 1.5.c. Units/members establishing and maintaining relationships with policy makers and the media are consistently reported and the number of those relationships increases.	Divisions, Sections, Chapters
Strategy AS 1.6. Encourage members and Units to become more active in contacting resource management agencies, local politicians, civic leaders, and media to	See Target AS 1.4.b and 1.5c.	As indicated in these targets.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
provide scientifically-based information, peer review services, and assistance related to conservation of fisheries and aquatic ecosystems.		

Examples of Success:

- Hosted the Fourth World Fisheries Congress in Vancouver, BC, May 2004
- AFS leadership met with key Canadian officials at the 2003 annual meeting in Quebec.
- AFS Estuaries and Marine Fisheries Sections provided comments to the Commission on Ocean Policy that were also used as input to the Pew Report; Divisions and Chapters provided regionally-focused versions of the AFS comments at regional public hearings.
- Stocks at Risk series; an initiative to identify marine fish stocks that may be at risk of extinction.

Goal AS 2, Stewardship Education: AFS develops, improves, and provides programs that educate those outside the scientific arena on the complex issues surrounding fisheries and aquatic natural resources, focusing on issues of sustainability and sound stewardship (2003–2004 Governing Board Priority 3).

Where We Are:

The Society provides a variety of educational materials and opportunities, but debates have continued within the Society about the level of educational efforts that should be directed at the public. The increasing role of the public voice in resource management suggests that increased educational efforts will benefit the resource; however, major efforts could be costly and their effectiveness difficult to evaluate. Significantly, the formation of the Fisheries Conservation Foundation (FCF) was a large step for AFS in pursuing a larger role in stewardship education. The Foundation was formed in 2003 as the outreach arm for AFS to promote science-based information about marine and freshwater fishery resources among various stakeholders. Its mission is to promote a better understanding of marine and freshwater fishery resources among fishery users, the general public, and political decision makers and to encourage the enlightened management of fisheries resources for their optimum use and enjoyment by the public.

Efforts in stewardship education by Chapters, Divisions, and other Units have increased in recent years, although an actual accounting of efforts has been difficult. Student Units have been instrumental in providing public education services.

Where We Want To Be:

The intent of this Goal is to provide the public with scientifically sound and unbiased information about aquatic ecosystems to raise awareness on pressing issues. Bountiful talents and knowledge are available within the various components of AFS. As pressures on the resource increase and the integration of the public voice into policy decisions grows, all fishery professionals should feel a responsibility to devote some skills to educating others about the importance of sound stewardship. Most members agree that efforts in public education should not hinder the traditional strengths of the Society and that the benefits of using our resources in outreach are maximized. The growth and

success of the FCF depends on the scientific expertise of AFS members and Units to provide ideas and leadership for outreach projects.

Target audiences include any stakeholder in the aquatic resource arena. These audiences would include but not be limited to policy makers, user groups (e.g. present and future anglers and boaters), fishing clubs, land trusts, aquatic associations and advocacy groups, developers working in sensitive aquatic areas, agricultural associations, local-level planners and developers, science teachers at all grade levels, and potentially aquatic resources-oriented youth groups such as 4-H and Scouts.

AFS Units should continue to partner with established programs such as Aquatic Project WILD, Aquatic Resources Education Curricula, Hooked-on-Fishing Not-on-Drugs, the Izaak Walton League's "Save Our Streams" program, and a myriad of state offerings to more effectively educate the public.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy AS 2.1. Support the FCF in developing an outreach plan to translate science for the public/media.	Target AS 2.1.a. Materials about aquatic resource stewardship are developed and disseminated to targeted public audiences.	Executive Director, FCF Support Committee
	Target AS 2.1.b. AFS members are involved consistently in quality proposals to the FCF for new and continuing outreach projects targeted toward a variety of audiences on a variety of important topics.	Chapters, Sections, Divisions
	Target AS 2.1.c. AFS members and leadership take an active and continuing role in assisting the FCF to continue building its financial resources.	Officers, FCF Support Committee
Strategy AS 2.2. Develop and regularly update an educational Web site geared to non-professionals, to address fishery and aquatic resource conservation issues. Include information accessible to and of interest to different types of audiences (e.g., youth, anglers, local environmental citizens' councils). (Also supports Goal ITO 4 – Electronic Information Network.)	Target AS 2.2.a. An educational website (separate from existing AFS site) dedicated to fisheries/aquatic resource conservation for non-professionals is established by FCF and maintained, based on information provided by AFS members (among others).	FCF
Strategy AS 2.3 Increase the number of conferences, symposia, and books focusing on holistic management practices and aquatic biodiversity, and how these concerns relate to fisheries and aquatic resource management.	Target AS 2.3a. AFS Units hold conferences or symposia on aquatic stewardship topics.	AFS, Division, Chapter and Section Program Committees
	Target AS 2.3.b. Process of publishing a book focusing on holistic management practices and biodiversity begins by 2009.	Book Advisory Committee, Executive Director, Staff
Strategy AS 2.4. Encourage Units and individual AFS members to become more active in contacting public/civic groups and schools to offer educational assistance and materials.	Target AS 2.4.a. Units provide educational programs to civic groups and schools and report back annually to AFS.	Chapters, Sections

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy AS 2.5. Develop, in partnership with other appropriate aquatic conservation organizations, programs geared toward facilitating and promoting public leadership and youth development in stewardship of aquatic resources. (Also supports Goal ITO 2 - Collaboration.)	Target AS 2.5.a. Programs are developed and available.	Education Section, Hutton Committee, Staff, Chapters
	Target AS 2.5.b. AFS website includes links to conservation organizations involved in youth development and leadership.	Staff
Strategy AS 2.6. Persuade one or more popular fishing magazines (e.g., In-Fisherman) to commit to a small article/essay in each issue. Encourage Units to commit to take turns writing articles/essays about conservation, management of resources, habitat protection, etc.	Target AS 2.6.a. A relationship with a popular fishing magazine that regularly features articles and essays produced by AFS Units and individual members is established and maintained.	FCF, External Affairs Committee
Strategy AS 2.7. Use the full spectrum of activities in Focus Area ITO to provide aquatic stewardship education to target audiences.	Target AS 2.7.a. Implement fully the Goals in the ITO Focus Area).	As indicated in ITO
Strategy AS 2.8. Encourage Units to: 1) develop more brochures, posters, websites, etc., designed to educate the public about sound stewardship and responsible use of fisheries resources and aquatic ecosystems; and 2) actively promote, advertise and distribute those materials.	Target AS 2.8.a. Units produce and disseminate aquatic stewardship information to targeted public audiences and report back annually to AFS.	Chapters, Sections
Strategy AS 2.9. Compile and maintain a clearinghouse of activity/project ideas and educational and informational materials produced by Units, individual members, and FCF that promote the sustainability and sound stewardship of fisheries resources and aquatic ecosystems. Units will use this compilation as a reference bank to identify potential projects or educational materials. Place compilation online to facilitate data entry by active Chapters/Units and minimize staff time in locating data.	Target AS 2.9.a. An online aquatic stewardship educational and informational material clearinghouse is developed and maintained regularly.	Education Section
Strategy AS 2.10. Enable the FCF to spread the word about aquatic resources and their importance to humans, the ecosystem, and the quality of life. (Also supports Strategy ITO 1, Visibility)	Target AS 2.10.a. FCF offers information focusing on holistic management practices and biodiversity using a variety of media.	Chapters, Sections, Divisions provide ideas.
	Target AS 2.10.b. FCF provides support to AFS Units to hold conferences or symposia on aquatic stewardship topics	Chapters, Sections, Divisions host FCF funded conferences.

Examples of Success:

- Marine Fisheries Section provided list of marine fisheries topics and the names of technical experts who could assist to the External Affairs Committee for development into a series of popular articles to educate the public (through the Outdoor Writers of America).
- SUNY-ESF developed community outreach program on stream ecology.

- Western Division funded the publication of the symposium on Sustainable Fisheries of North America held at the Phoenix meeting.
- Hutton Junior Fisheries Biology Program was developed and implemented and in the summer of 2004 provided summer intern experiences to 65 high school students.
- Atlantic-International Chapter compiled a bibliography of gray literature and appropriate contacts for states and provinces

Goal AS 3, Promotion of Stewardship: AFS promotes the sound stewardship and conservation of aquatic ecosystems, including the importance of biodiversity, watershed management, and habitat conservation in addition to the traditional fisheries focus.

Where We Are:

Because aquatic stewardship is central to the vision and strategies of AFS, the Society provides several services that promote aquatic resource conservation directly (i.e., continuing education courses, workshops, and educational materials and programs) and indirectly (i.e., the support of strong science through peer-reviewed journals, books, etc.). These activities are conducted at all levels within AFS, although efforts remain disjointed and some have not been well advertised, either within AFS or outside the fisheries profession. The Society continues its longstanding debate over the costs and benefits of more direct activities at a political level. The Society proposed a more direct role in influencing how fisheries were managed in 1991 with the North American Fisheries Leadership Workshop, which published the North American Fisheries Action Agenda. This workshop and the resulting agenda heavily advocate for habitat concerns and conservation practices. In 2004, President Ira Adelman convened a North American Agenda for Aquatic Resources Committee to revise and update the agenda. The guidelines for advocacy activities by the Society, which are included in the AFS Procedural Manual, state that “Scientific information is a key asset that the Society shares with the public and with people who make or implement natural resource policy. When such information is relevant to a proposed action that may harm or benefit an aquatic resource, AFS members have an obligation to make it available to those concerned.”

According to the 1997 member survey, over 69% of members indicated they belong to AFS at least in part “to support increased national, regional, statewide, or provincewide visibility of fisheries issues,” and 47% listed “to support development of professional positions on important fisheries issues and to work for legislation or regulations consistent with those positions.” Over 26% of members indicated that their single most important reason for AFS membership was to support increased visibility of fisheries issues. No other single reason garnered a greater share of member response.

Where We Want To Be:

The ultimate goal in the promotion of conservation, including the importance of biodiversity considerations, management at the watershed level, and habitat concerns, is to ensure that existing healthy habitat is protected and the health of degraded ecosystems is restored. Increasing human pressures on our resources (pollutants, loss of habitat, etc.) demand that AFS take further steps to convince those within and outside of the fishery profession of the importance of healthy aquatic ecosystems. AFS members and Units should disseminate applicable scientific information for

public policy making processes relevant to fishery resources and aquatic ecosystems. Because quality scientific information relies on a solid scientific research base, AFS should actively advocate for sufficient levels of funding to support fisheries and aquatic research and management.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy AS 3.1. Partner with professional scientific organizations, conservation and environmental organizations, and industry groups to address complex issues which encompass multiple disciplines, through joint publications, conferences/workshops, legislative briefing statements, and policy statements. (Also supports Goal ITO 2, Collaboration.)	Target AS 3.1.a. The number of aquatic stewardship activities addressed by AFS in partnership with other professional, scientific, conservation, and industry organizations increases.	Officers, Executive Director, Staff, Divisions, Sections
Strategy AS 3.2. Develop an action agenda for managing North American aquatic resources.	Target AS 3.2.a. By 2005, the Governing Board reaches consensus on the aquatic resource concerns that AFS will recommend for inclusion in a North American Action Agenda.	North American Agenda for Aquatic Resources Committee.
	Target AS 3.2.b. A variety of fisheries and aquatic resource agencies and leaders join together and develop an agenda for managing North American aquatic resources.	North American Agenda for Aquatic Resources Committee.
	Target AS 3.2.c. AFS leadership is increasingly visible and the impact of science on public policy increases.	North American Agenda for Aquatic Resources Committee.
Strategy AS 3.3. Actively advocate governments and other funding sources to provide adequate resources for quality management and research on fisheries and aquatic science topics, particularly those with pressing information needs required to make policy and management decisions.	Target AS 3.3.a. Funding for fisheries and aquatic resource management and research increases.	Officers, Executive Director, Chapters, Sections, Divisions to report on activities that support the strategy
Strategy AS 3.4. Use the full spectrum of activities discussed in Focus Area ITO to promote the conservation of aquatic ecosystems.	Target AS 3.4.a. Goals in ITO Focus Area are implemented fully.	As indicated in ITO
Strategy AS 3.5. Partner with coalitions to expand funding for fisheries and aquatic management (e.g., American League of Anglers and Boaters [ALAB] for Wallop-Breaux; FISHNET for federal agency fisheries program budgets; Teaming with Wildlife for non-game funding; Fishable Waters Coalition for watershed-based fisheries restoration via the Clean Water Act; State Wildlife Grants (SWG)). (Also supports Goal ITO2 - Collaboration.)	Target AS 3.5.a. AFS involvement in coalitions perceived by decision makers to be effective advocates for increased funding continues to expand. Target AS 3.5.b. Solicitations from decision-makers and coalition members for AFS views on federal funding continue or increase, and AFS issues timely responses to those solicitations.	Officers, Executive Director, Staff

Examples of Success:

- Western Division annual meeting focused on ecosystem-based management and recovery of aquatic ecosystems of the Columbia River Basin.

- Fisheries Administrators Section partnered with Recreational Boating and Fishing Foundation to disseminate information on program applications in Ohio and Oklahoma.
- Southern Division Trout Committee drafted a white paper to guide management of the southern Appalachian brook trout throughout the southeast.
- The State of Washington involved several Tribes in the co-management of salmon and several other marine species. The Columbia River Intertribal Fisheries Commission is actively working with both State and Federal agencies to manage salmon stocks in that basin while the Northwest Indian Fisheries Commission is active in achieving management objectives integrating a number of Tribal fisheries departments.

VI. Information Transfer and Outreach

Focus Area ITO, Information Transfer and Outreach: AFS and its members will be recognized by decision makers and natural resource professionals as an important source of science-based information about fisheries and aquatic ecosystems and their conservation, management, and sustainable development.

Providing information on the preservation and management of aquatic natural resources is an integral part of the fishery professional's work. The steady increase on the demands for limited resources, be it habitat, water, or the fish themselves, has made the need for quality scientific information critical for prudent and balanced management practices. Making sound science a central component of the decision making process for fishery resources and aquatic ecosystems is not a new challenge but an increasingly important one.

The fishery professional will be called upon more than ever to "fix" the natural resource problems created by human activities of the past. Changing demographics and values will continue to create opportunities for the fishery professional in providing best-science information and contributions for future decisions and policy makers. To meet the challenges and responsibility of providing science-based information, the fishery professional must have the appropriate skills, training, and support.

AFS has a membership of researchers, educators, managers, technicians, administrators, and other professionals. Its members are trained in many aspects of biology and natural sciences, social sciences, economics, law, engineering, and mathematics and occupy positions in the public and private sector. As a professional society that represents this diverse group, AFS must increase its efforts to be recognized as the source of science-based information. The information that AFS provides will be perceived by those who request and use it as objective, informed, and high quality. The growth and survival of AFS hinges on acceptance and recognition as an important information resource.

AFS has recognized the challenges and the need to enhance the perception of the fisheries profession and what it can offer to society. To address the challenges, AFS must continue to implement strategies that demonstrate the critical importance and relevancy of the information provided by fishery professionals and highlight how the scientific contributions of AFS members can benefit public policy in aquatic resource conservation and management.

Goals for Information Transfer and Outreach include:

1. Improve the visibility of AFS (Goal ITO 1);
2. Collaborate with other scientific and professional organizations (Goal ITO 2);
3. Improve public perceptions about the professional stature of AFS members (Goal ITO 3);
4. Use information networks to their greatest capacity (Goal ITO 4); and
5. Actively influence public policy (Goal ITO 5).

Goal ITO 1, Visibility: Improve the visibility and image of AFS as a scientific organization and information source (2003–2004 Governing Board Priority 2).

Where We Are:

AFS began to address how best to improve its visibility as a scientific organization and information source in the late 1980s. The Committee on Visibility of Fisheries Resources and Fisheries Science produced a groundbreaking report that directed the society to focus on specific goals of public visibility, the importance of fisheries resources, the influence and use of fisheries science in decision making, and public appreciation and understanding of the benefits associated with managed fisheries. Implementation of the Visibility Plan began in the mid-1990s and by 1999 these new directives became an integral part of the AFS Strategic Plan.

The effort to make the AFS name and its assets known among target audiences has continued to improve. Web site redesign has provided a number of resource pages for all levels of interest. Staff duties have been increased to address demands for visibility and information transfer, including a full time Information Technology Coordinator and a Policy and Development Coordinator. Press releases and other media outlets for visibility are used more frequently. Furthermore, many AFS Units have addressed this goal by increasing their own Chapter's, Division's or Section's visibility within their geographic or disciplinary area.

Despite these efforts, AFS continues to miss opportunities to expand its visibility and promote its accomplishments. This seems mainly due to the lack of funds and/or the fact that staff has other primary responsibilities.

Where We Want To Be:

AFS has recognized the challenges and the need to enhance the perception of the fisheries profession and what it can offer to society. AFS must continue to develop and implement strategies that demonstrate the relevancy of the scientific information provided by member professionals and highlight how the scientific contributions of AFS members can benefit all levels of affected parties, including the public, the private sector, and agencies and legislative groups in aquatic resource conservation and management. Methods to reach each of these target audiences individually with the appropriate degree of information should be designed, supported, and implemented.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy ITO 1.1. Develop and disseminate materials about aquatic resource stewardship targeted to public audiences as described under Aquatic Stewardship Goal.	Target ITO 1.1.a. Materials regarding aquatic stewardship as detailed under Aquatic Stewardship Goal are disseminated regularly to target audiences.	As indicated in appropriate AS Strategies, Staff
Strategy ITO 1.2. Distribute AFS press releases and fact sheets regularly about timely (and controversial, for media-appeal) fisheries issues of national importance that involve local cases or angles.	Target ITO 1.2.a. AFS press releases are available online. Target ITO 1.2.b. The number of articles in the popular press highlighting AFS members/activities, fisheries resources, fisheries science, fisheries management or volunteer achievements increases.	Staff, Divisions, Sections, Chapters

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy ITO 1.3. Units to develop projects to submit to the FCF in furthering their mission to translate science for the public/media. (Also supports Strategy AS 2.10)	Target ITO 1.3.a. At least one Unit project is submitted annually for consideration as a FCF project.	Officers, Divisions, Sections, Chapters
Strategy ITO 1.4. Develop and disseminate how-to materials to AFS Units to encourage effective and frequent media interactions.	Target ITO 1.4.a. Materials about media interactions are used widely by AFS Units. Target ITO 1.4.b. The number of regular media contacts increase.	Staff
Strategy ITO 1.5. Develop and maintain media resources (e.g., list of AFS experts on specific topics, glossaries of terms) to facilitate regular contacts (including media briefings) with key media staff	Target ITO 1.5.a. AFS media briefings are conducted on a regular basis, at least twice per year.	Executive Director, Staff

Examples of Success:

- Fourth World Fisheries Congress brought world-wide media attention to AFS
- Partnership with World Wildlife Fund on by-catch reduction competition.

Goal ITO 2, Collaboration: Improve communication and collaboration with other scientific and professional organizations that share aquatic interests (2003–2004 Governing Board Priority 4).

Where We Are:

AFS has had long-standing involvement and leadership in collaborating with aquatic resource organizations and professional societies. While some collaborative efforts have focused on fisheries management agencies at U.S. federal levels, state agencies through the Fisheries Administrators Section, and the committees of the International Association of Fish and Wildlife Agencies, others are more global by nature, such as the World Council of Fisheries Societies and the Society for Conservation Biology.

Many Divisions and Chapters continue to hold joint meetings with organizations such as the Association of Fish and Wildlife Administrators and the Wildlife Society. Membership surveys have shown that AFS members are also members of many other scientific organizations, including the American Association for the Advancement of Science (AAAS), American Institute of Biological Sciences (AIBS), American Institute of Fishery Research Biologists (AIFRB), American Society of Ichthyologists and Herpetologists (ASIH), Ecological Society of America (ESA), The Wildlife Society (TWS), Aquatic Resource Educators Association [AREA], American Society of Limnology and Oceanography [ASLO], Estuarine Research Federation [ERF], North American Benthological Society [NABS], Society of Environmental Toxicology and Chemistry [SETAC], Society of Range Management [SRM], and World Aquaculture Society [WAS].

Where We Want To Be:

AFS should continue to strengthen the existing partnerships with other scientific societies to promote and advance common goals. In addition, AFS should be a leader in developing partnerships with other organizations interested in aquatic resource issues and take advantage of its

members that are involved in other society to build these partnerships. AFS should use its relationship with the Fisheries Conservation Foundation to build strategic collaborations with other foundations, industry, and nongovernmental organizations so that mutual efforts are not redundant and can be more effective. AFS should expand its member liaisons from the current seven (AIBS, ERF, Coastal Society, the Coastal Zone, Puget Sound Nearshore Ecosystem Restoration Project, TWS, and U.S. Army Corps of Engineers) to others in the aquatic sciences arena.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy ITO 2.1. Collaborate with other relevant scientific organizations to actively make scientific information about fisheries and aquatic ecosystems accessible and relevant to public policy makers. Establish joint scientific and technical meetings, joint position statements, Web site links, and joint electronic mailing lists.	Target ITO 2.1.a. AFS collaborations with other organizations to host joint meetings, develop joint position statements, interlink Web sites, and share electronic mailing lists increases.	Divisions, Sections Chapters

Examples of Success:

- Seven liaison positions with other relevant organizations were established.
- Fish Culture Section meets annually with US Chapter of the World Aquaculture Society (WAS) and every 3 years with the WAS and National Shellfisheries Association. Early Life History Section meets with ASIH every year. The Physiology Section has sponsored the first two International Congresses on the Biology of Fish.
- International Smart Gear Competition: The Smart Gear Competition is open to anyone and will award a \$25,000 grand prize to the design judged to be the most practical, cost-effective method for reducing by-catch of any species. The winner will also be provided with assistance in bringing the design to market. The partners and judges of the Smart Gear Competition are the World Wildlife Fund, the American Fisheries Society, the Fisheries Conservation Foundation, the Center for Sustainable Aquatic Resources, the Marine Wildlife By-catch Consortium, and the National Fisheries Institute, NOAA Fisheries.
- North American Fisheries Habitat Initiative is a nationwide strategy that harnesses the energies, expertise and existing partnerships of state and federal agencies and conservation organizations. Sponsors include the American Fisheries Society, U.S. Fish and Wildlife Service, International Association of Fish and Wildlife Agencies, Sport Fishing and Boating Partnership Council, National Fish and Wildlife Foundation.

Goal ITO 3, Professional Stature: Enable researchers, educators, managers, and administrators involved in the fields of fishery and aquatic science and resource management (aquatic resource professionals) to be recognized and valued by employers and the public.

Where We Are:

Fishery professionals have not enjoyed the same stature afforded those engaged in other professions (e.g., the medical and legal professions). The salaries and benefits of fishery workers have lagged well behind those in other professions. Working conditions may be hazardous because of the type of field and laboratory responsibilities involved in the job.

AFS has supported a certification program since 1963, recognizing that certification is widely practiced by many professions as a means of setting standards and guidelines for professional competence. Significant changes were implemented to the professional Certification Program in 1997.

Professional development is offered at all Unit levels and includes conferences, special symposia, meetings, and continuing education courses. Chapters and Divisions work to encourage employers to support attendance by fishery workers.

AFS publishes articles that summarize the salaries and benefits of workers in many aquatic and life science professions. A survey from the Professional Safety Committee is underway to examine issues surrounding safety concerns and working conditions for fishery professionals.

Where We Want To Be:

The fishery profession should be recognized as a complex and demanding one that requires cross-disciplinary education, multiple skills in the field and laboratory, and continued training. Continued professional development of AFS members is recognized among employers, agencies, and user groups. The AFS Certification Program should grow as a signature of professionalism. Issues of salary, safety, and working conditions are directly addressed with both members and employers. The strategies and targets below also support Member Services.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy ITO 3.1. Maintain a leadership role in enhancing salary, safety, and working conditions for fishery professionals; prioritize work with organizations whose benefits fall below indexed mean values.	Target ITO 3.3.a. Salary, safety, and working conditions for fishery professionals continue to improve.	Fisheries Administrators and Management Sections, Chapters
Strategy ITO 3.2. Communicate regularly to members (1) how they can improve their stature as fishery professionals, and (2) the value and uses of the Society's Certification Program to encourage participation in the program.	Target ITO 3.2.a. Articles about professionalism appear regularly in Fisheries and other publications. Target ITO 3.2.b. The number of members certified increases annually. Target ITO 3.2.c. All certified members apply for recertification when their terms expire.	Fisheries Staff, Board of Professional Certification and Staff
Strategy ITO 3.3. Enhance the AFS leadership role in educating employers, as well as, city, county, state federal and provincial agencies about the need for professional standards.	Target ITO 3.3.a. City, county, state federal and provincial agencies and private employers recognize AFS certification and use it as a measure of professional competence. Target ITO 3.3.b. Activities under Goal ITO 1, Visibility, are fully implemented.	Board of Professional Certification, Staff As indicated in Strategies 1.1 – 1.5
Strategy ITO 3.4. Determine which organizations are using the AFS Certification Program and how they instituted it; determine which relevant organizations are not using the Certification Program and their reasons. Use this information to develop information and	Target ITO 3.4.a. A survey of agencies that issue permits for activities that impact fisheries and fisheries habitat is complete and the employers' requirements for certification have been determined.	Board of Professional Certification

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
promotion campaigns targeted at employers.		
Strategy ITO 3.5. Develop partnerships with other natural resource Societies (e.g., Wildlife Society) to promote the use of professional standards among natural resource professionals. (Also supports Goal ITO 2, Collaboration.)	Target ITO 3.5.a. Activities (with other natural resources organizations) that focus on promoting professional standards increase.	Executive Director, Staff, Divisions, Sections
Strategy ITO 3.6. Communicate to employers the benefits employees gain through the leadership and planning skills learned while serving in AFS Units and as officers, and the enhanced worth those individuals will have to the employer.	Target ITO 3.6.a. AFS members who provide volunteer leadership and service to AFS receive support from their employers and the individual AFS Units.	Executive Director, Fisheries Administrators Section, Official Members
Strategy ITO 3.7. Encourage fishery educators to promote AFS benefits and professional goals to students.	Target ITO 3.7.a. The number of Chapters affiliated with colleges and universities increases.	Education Section
Strategy ITO 3.8. Develop marketing plan to colleges and universities to encourage increased faculty and student participation.	Target ITO 3.8.a. Student and faculty membership in the Education Section increases.	Staff

Examples of Success:

- Some states now recognize certification: AR gives a 6% pay raise; AL requires it for promotion to biologist II; MS gives a 5% pay raise; AK and MN recognize it in promoting/hiring actions; NY awards a higher salary to new hires; IN is working on the issue.
- New salary survey being implemented this year
- Number of Chapters in colleges is increasing steadily
- Worked with Wildlife Society on maintaining separate classifications for fisheries and wildlife professionals in the classification of the Office of Personnel Management

Goal ITO 4, Information Network: Establish and maintain an information network which provides access to scientifically based fisheries and aquatic resource management information.

Where We Are:

Providing information by modern technology for the society has evolved rapidly. Before 1998, the AFS Web site was developed and maintained off-site by a volunteer. Staff computers were not internet-capable until 1997. AFS now maintains its own server and has a full time Web site manager. A fully developed Web site now provides information on all aspects of the Society and its work and has online membership renewal and online meeting registration. AFS maintains and frequently uses an electronic mailing list to communicate with its members.

In addition, all journals are online and, coupled with other publications of AFS, make up InfoBase, an online source for aquatic resource information. This progress has kept up with the technological needs of AFS members as well as with the advances made by other scientific societies.

All Divisions and most Chapters and Sections maintain their own Web sites. Links to all Unit Web sites are provided on the AFS Web site, so that information on Units is now easily accessible.

Where We Want To Be:

Expanded help and quality control information should be provided to Units that lack expertise in running Web sites. Improvements and updates to all sites should be accomplished on a regular basis. The society and Units should continue to see that the AFS URL is listed on other Web site resource pages.

AFS should coordinate efforts to develop an outreach internet site with the Fisheries Conservation Foundation and provide resource information for various target audiences, including policy makers and others interested in natural resource sustainability and management.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy ITO 4.1. Develop and implement an outreach plan for the AFS and Fisheries Conservation Foundation (FCF) Web site, considering a non-member AFS Web site focusing on access to science-based fisheries and aquatic resource management information. Coordinate with FCF.	Target ITO 4.1.a. The FCF and AFS Web site plans include an outreach component.	Web Advisory Board, Staff, FCF
	Target ITO 4.1.b. AFS web site targets policy makers and provides access to science-based fisheries and aquatic resource management information.	Web Advisory Board, Staff
Strategy ITO 4.2. Units to develop or enhance their Web sites and/or discipline-specific electronic mailing lists with particular emphasis on outreach to other users.	Target ITO 4.2.a. The number of Units with web sites that include outreach components increases.	Divisions, Sections, Chapters
Strategy ITO 4.3. Facilitate the ability of AFS members to join non-AFS electronic mailing lists that discuss fisheries-related topics to enhance the discussion and promote the benefits of AFS membership.	Target ITO 4.3.a. The number of aquatics-related mailing lists with member-exchange agreements with AFS increases.	Staff

Examples of Success:

- Fisheries InfoBase online includes all Fisheries science articles and all AFS journal articles back to 1970.
- Online journal usage is increasing every year.
- Already achieved many of the goals of the Publications Overview Committee Strategic Plan goals

Goal ITO 5, Public Policy: AFS will be involved actively in the development of public policy affecting fish, fisheries, and aquatic ecosystems.

Where We Are:

It has been challenging for AFS to balance its service in scientific information dissemination with its efforts to ensure development and dissemination of recommendations for sound public policy regarding fisheries and aquatic ecosystems. Nonetheless, AFS has been active in making fisheries

science information useful and relevant to decision makers. Guidelines for AFS advocacy activities have been developed. Although several vehicles for AFS involvement in public policy processes exist, enhancements are possible on the appropriate development and use of position and policy statements, legislative briefing statements, testimony, and other comments of AFS, particularly those related to the coordination of statements between AFS and Units.

Other advancements in the public policy arena include creating a permanent Policy and Development Coordinator staff position, publishing legislative briefings in Fisheries and on the Web site, hosting a yearly Capitol Hill Briefing on timely fisheries legislation in partnership with other organizations, sponsoring a meet-and-greet session for Sea Grant Knauss Fellows, and holding midterm Governing Board Capitol Hill visits. Position statements are available online.

Where We Want To Be:

The role of AFS as a source for professional, nonbiased scientific information should be advertised and strengthened. Governmental entities at federal, state, tribal, and international levels should recognize AFS as a valued and solid resource. Communication with legislative entities, such as the annual Governing Board visits to the Hill, should be further developed.

AFS should actively seek and develop policy statements on key aquatic resource topics. All policy statements should have wide distribution to target audiences. In addition, existing statements should be regularly reviewed and updated or removed.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy ITO 5.1. AFS and all Units use established guidelines for advocacy activities.	Target ITO 5.1.a. All AFS Units implement fully the guidelines for providing input on public policy.	Officers and Officers of Units
Strategy ITO 5.2. Develop a process to preserve the long-term institutional memory of the Resource Policy Committee and other AFS entities involved in public policy activities.	Target ITO 5.2.a. Governing Board members, the Executive Director, and the Resource Policy Committee Chair share a clear understanding of the development process of and purpose for the various forms of public policy comment in which AFS engages.	Resource Policy Committee
Strategy ITO 5.3. Regularly review policy and position statements and other public policy materials of AFS and revise based on the changes in scientific information, projected requests for input, and consideration of the expertise within the AFS membership.	Target ITO 5.3.a. Existing statements receive regular review.	Resource Policy Committee
Strategy ITO 5.4. Implement the strategies for aquatic stewardship promotion, local and global leadership, and stewardship education detailed under Aquatic Stewardship Goal.	Target ITO 5.4.a. The aquatic stewardship promotion, leadership, and education activities detailed under Goal AS are fully implemented.	As indicated in those Strategies
Strategy ITO 5.5. Establish a task force to identify how AFS can improve its public policy presence outside the US, particularly in Canada and Mexico; may require	Target ITO 5.5.a. Task force has been established and recommendations made for improving AFS policy presence outside the U.S., particularly in Canada and Mexico.	Ad hoc committee appointed by Society President, Canadian Aquatic Resources and

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
consideration of Canadian Division. (Also supports AS 1, Local and Global Leadership)		International Fisheries Sections
Strategy ITO 5.6. Establish a plan and process to annually receive and document input from external stakeholders.	Target ITO 5.6.a. Interactions with external stakeholders that are influenced by AFS are recognized	Staff, Divisions, Sections, Chapters.
	Target ITO 5.6.b. Feed back on the relevance of member and Section activities that result from interactions with external stakeholders is obtained.	Staff, Divisions, Sections, Chapters.

Examples of Success:

- AFS Estuaries and Marine Fisheries Sections provided comments to the Commission on Ocean Policy that were also used as input to the Pew Report.
- Stocks at Risk series; an initiative to identify marine fish stocks that may be at risk of extinction.
- AFS provided considerable comment on the proposed new Clean Water Act regulations that would redefine the waterways covered by the Act.

VII. Member Services

Focus Area MS, Member Services: AFS will provide excellent, cost-efficient services, operations, and support for its members.

The strength of AFS is its members and Units. This area of focus includes many AFS activities – disseminating scientific information, offering opportunities for professional development, supporting a diverse membership, and providing an organizational structure, leadership, and financial security – that facilitate accomplishing the Society’s goals. These activities are crucial to achieving the other goals in this Plan. The goals in this focus area will serve interested nonmembers to varying degrees.

The focus of member services includes:

1. Provide services for professional development and recognize volunteer accomplishments (Goal MS 1);
2. Provide scientific and technical information (Goal MS 2);
3. Provide online information networks (Goal MS 3);
4. Increase membership diversity (Goal MS 4);
5. Implement and monitor progress on the Strategic Plan (Goal MS 5); and
6. Assure financial security (Goal MS 6).

Goal MS 1, Professional Development and Recognition: AFS will be a leading provider of services for professional development and continuing education on topics related to the conservation of fishery resources and aquatic ecosystems (2003–2004 Governing Board Priority 5).

Where We Are:

Professional development now includes much more than technically related fisheries and aquatic science topics; it includes personnel management, planning, time management, financial management, and other skills broader than the profession and science of fisheries and aquatic ecosystems. Other organizations with expertise in these areas exist. AFS’s core competencies include providing technical and scientific information as well as managerial experience and training through volunteer leadership. Professional development through continuing education may be an avenue for exposing nonmembers to what AFS has to offer in terms of member benefits.

Many different continuing education sessions are provided by all Units of the Society (Chapters, Divisions, Sections, and the Society) at meetings or as stand-alone courses. Continuing education offerings range from the traditional technical (ecological, population dynamics, and statistics) courses to newer courses in human dimensions, media relations, and leadership. Previous member surveys indicate that over half of all members belong to AFS “to attend educational sessions and visit with colleagues at professional meetings,” while a smaller but dedicated proportion belong to AFS “to gain leadership skills through work with AFS Units and committees.”

Student involvement in AFS includes numerous programs within Chapters and Divisions, a Student Subsection of the Education Section, the Skinner Award (which sponsors student travel to the AFS Annual Meeting) and a Best Student Presentation Award at most Chapter, Division, and Society meetings. At present, there are 1,225 student members of AFS, representing 14.9% of total Society membership. Job opportunities are announced regularly in Fisheries and updated continuously on the Web site.

The Society is, by and large, a volunteer organization. Paid personnel manage the day-to-day business needs of the organization, but volunteers provide Unit and committee leadership and conduct the bulk of the technical work and meeting program organization. Volunteers, with multiple demands on their time, find it increasingly difficult to devote time and energy to support organizational objectives.

Where We Want To Be:

A goal shared by every professional is the realization that his or her products are highly valued and in demand by employers, peers, and public users. Concomitantly, each professional strives to attain a certain stature within that profession and has the expectation of being viewed as a professional. Recognition of such efforts by the Society and the public can further increase professional and personal satisfaction. Finally, professionals have an obligation to maintain the profession through their participation in activities that enhance the profession, such as peer review.

AFS should continue to build on its technical and leadership-training competencies and offer them to all fishery and aquatic resource professionals. AFS should not develop new competencies in areas such as business administration, personnel management, or other general areas in which other organizations are competent. Rather, AFS should build the necessary links to these organizations to ensure that their services are geared appropriately to the needs of fishery and aquatic resource professionals. The Society's core competencies should logically be offered to other professionals (e.g., business managers in environmental firms) to round out their skills and knowledge. AFS should facilitate members' gaining the continuing education credits they need for professional development but should not be the "sole source" provider because other organizations may have greater abilities in certain topic areas.

Aquatic Resource Professional: A person employed or engaged in an area of study, research, or management of natural resources that require water-based or water-dependent environments or systems, including marine, fresh water, estuarine, lake, riverine, or wetland systems. Fisheries professionals are aquatic resource professionals whose primary interests are fish and fisheries (including the people and institutions associated with their use and management). Some aquatic resource professionals are not fisheries professionals (e.g., aquatic botanists). Employers, peers, and the public expect a professional to be technically proficient and to conduct her- or himself in an ethical manner.

AFS should develop additional mechanisms to develop, recruit, and retain volunteers to conduct the Society's activities and recognize those efforts.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy MS 1.1. Provide directly and facilitate (through other providers) offerings of continuing education courses sufficient to satisfy members' demand and serve other continuing education needs.	Target MS 1.1.a. Participation in continuing education programs increases.	Continuing Education Committee, Divisions, Sections, Chapters
	Target MS 1.1.b. Continuing education subjects appropriate for offering through distance-learning technologies are identified and at least one appropriate course is implemented.	Continuing Education Committee, Divisions, Sections, Chapters
	Target MS 1.1.c. Partnership activities with other aquatic and non-aquatic organizations to provide continuing education to AFS and other organizations' members are implemented.	Continuing Education Committee, Divisions, Sections, Chapters
	Target MS 1.1.d. AFS surveys show 80% of members indicate AFS meets their professional development needs.	Membership Concerns Committee
	Target MS 1.1.e. Fisheries and aquatic resource management knowledge and skills are taught to other (i.e., non-aquatic, non-fisheries) professionals. (Also supports Goal ITO 1.)	Continuing Education Committee
	Target MS 1.1.f. A calendar of continuing education courses offered by all Society Units, and other organizations, is posted and advertised on the AFS web site.	Staff, Divisions, Sections, Chapters
Strategy MS 1.2. Maintain the AFS Certification Program, periodically review the certification requirements and implement modifications as needed.	Target MS 1.2.a. Surveys of individuals seeking certification renewal indicate that 90% were able to access appropriate continuing education opportunities either provided by or facilitated through AFS.	Staff
	Target MS 1.2.b. The Board of Professional Certification and the Continuing Education Committee will collaborate and report on the value and necessity of formal continuing education Units for courses provided by AFS Units and other entities.	Board of Professional Certification, Continuing Education Committee
Strategy MS 1.3. Evaluate the utility and function of the AFS Certification Program to members and employers and identify barriers to use.	Target MS 1.3a. Conduct a survey of employers and agencies to determine the value and use of certification. (See also ITO 3.4)	Staff, Board of Professional Certification
Strategy MS 1.4. Ensure AFS services and products are affordable, viable and beneficial to most members.	Target MS 1.4.a. AFS surveys show 90% of members perceive AFS services and products as affordable, viable, and beneficial.	Staff, Membership Concerns Committee
Strategy MS 1.5. Encourage recognition of volunteer contributions to the success of the Society at all levels.	Target MS 1.5.a. Awards are presented, and the accomplishments of award winners are promoted through appropriate press releases.	Officers, Staff, Awards Committee, Divisions, Sections, Chapters

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
	Target MS 1.5.b. Press releases are prepared to recognize the election of officers, and are distributed to members' home or alma mater media.	Officers, Staff, Awards Committee, Divisions, Sections, Chapters
Strategy MS 1.6. Routinely assess membership needs and satisfaction with resources, services, products and professional development services provided by AFS.	Target MS 1.6.a. Member satisfaction surveys are conducted every 5 years, timed such that results are available for the Strategic Plan Revision Committee.	Membership Concerns Committee
	Target MS 1.6.b Surveys of members who have left AFS are conducted every 5 years timed such that results are available for the Strategic Plan Revision Committee, to learn reasons for non-renewal	Membership Committee
	Target MS 1.6.c. Units have individualized methods to evaluate success in meeting membership needs.	Divisions, Sections, Chapters
Strategy MS 1.7. Maintain or increase student membership to reflect the proportion of time spent as a student (7 years as students, 35 as employees), and increase student involvement in routine Society business at all organizational levels.	Target MS 1.7.a. Appropriate actions are taken to ensure student membership is maintained at least 15% of total membership. (Also supports Goal MS 4).	Officers, Education Section, Divisions, Chapters
	Target MS 1.7.b. At least 75% of student members convert to full or young professional memberships	Education Section, Divisions, Chapters
	Target MS 1.7.c. At least 15% of members of appropriate committees are students.	Officers, Committee Chairs,
	Target MS 1.7.d Marketing strategies aimed towards professors and their students detailing the benefits of membership in AFS are developed.	Education Section

Examples of Success:

- New and diverse continuing education offerings are continually being implemented.
- Certification program revised and certification renewal policies have been instituted.
- Individual membership dues have not increased since 1999.
- Young professional membership category added.
- Reduced the burden on local hosts of Annual meetings by staff taking on registration and abstract submission and processing functions

Goal MS 2, Science-Based Information: AFS will be a primary source of scientific and technical information on fisheries and aquatic resource topics.

Where We Are:

Publications, including books, journals, and Fisheries, and technical meetings have long been a strength of AFS. The journals include Transactions of the American Fisheries Society (TAFS), North American Journal of Fisheries Management (NAJFM), North American Journal of Aquaculture (NAJA), and Journal of Aquatic Animal Health (JAAH). In response to the desires of

many AFS constituents, the Society has recommitted itself to strengthening this area, as it is a fundamental service to the membership. The 1997 membership survey indicated that at least 60% of AFS members read at least one journal and that more than 85% of members who read or receive AFS journals are moderately to very satisfied with them. Majorities of TAFS and NAJFM users were very satisfied, whereas majorities of NAJA and JAAH users were moderately satisfied. The online versions of the journals (with keyword search capabilities) are now available and complement the print versions. The Fisheries InfoBase program also now has journal articles from 1970 through 1998 available online. Members who write articles for fisheries-related journals consider the journal's audience to be by far the most important criterion for selecting a journal for their paper. For these same members, 89% thought AFS journals met their criterion for journal audience, 82% felt AFS journals were prestigious, and more than 70% were pleased with the quality of editing and peer review. However, a majority desired an increase in the speed of peer review and publication. The electronic submission and review process has helped address those concerns. Average time to publication declined about 10 weeks after electronic implementation in 2003. (Although the time from submission to publication varies among journals, the current overall average is about 12 months.)

The intellectual content of AFS books, along with their editorial quality, the timeliness and usefulness of the information they contain and their physical quality, appearance, and readability routinely meet or exceed member expectations. According to the 1997 member survey, in which 18 possible topics were listed, members indicated that they would be most likely to purchase books on the topics of fish biology and ecology (48%), ecosystem and watershed management (45%), restoration of aquatic resources (40%), statistical and biometric methods (33%), general fisheries management (35%), and native species conservation and management (32%). The average number of books published annually has tripled since 1999. To reach a broader audience, cooperative book publishing and marketing projects have been initiated with other publishers. To further the mission of the Society, the first outreach book meant for children was published.

“To attend educational sessions and visit with colleagues at professional meetings” was listed as an important reason for AFS membership by 57% of members in the 1997 survey, and 26% of members listed this as the single most important reason for belonging to AFS. The Society has recognized the value of technical meetings through the certification process. These meetings also provide professional development for members with the opportunity to present their work through oral and poster presentations. Attendance at a meeting, particularly local (Chapter) meetings, is often the first exposure a student or professional has to the Society. Thus the content, quality, and accessibility of meetings are crucial for member recruitment, retention, and satisfaction.

Units provide many benefits to members and the Society. Currently, the Society has 22 Sections, 4 Divisions, and 51 Chapters. Sections provide opportunity for members with similar professional interests regardless of location, while Divisions and Chapters represent members in geographical areas. The inherently smaller nature of Units compared with the Society as a whole provides members with more opportunities for professional satisfaction, development, and leadership growth. The Society benefits from the utilization of the specific expertise of the Units in policy and advocacy issues. The experience gained by members from service in the Units benefits the Society as a whole by providing elected and committee leadership.

Where We Want To Be:

AFS should continue its excellent record of successful journal and book publications through both print and electronic media. Online manuscript submission should be continually monitored to continue improving the speed and quality of peer review and publications. Efforts should be made to increase the use and readership of AFS journals and to raise the level of satisfaction for users of NAJA and JAAH. Involvement of AFS members in the publishing process, either as authors or reviewers, should be enhanced by developing and providing instruction and materials designed to improve writing, editing, and reviewing skills. Books should be published on topics of interest to members and in response to, or anticipation of, market demand. Emphasis on technical/annual meetings at all levels of AFS should continue, with particular recognition of the importance of local (Chapter) meetings to address the needs of members. As detailed in Goal AS 1, AFS should actively advocate for funding sufficient to support fisheries and aquatic science research that provides the information base necessary for quality journal and book publications.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy MS 2.1. Continue to host Society and Unit scientific and technical meetings.	Target MS 2.1.a. AFS surveys demonstrate that at least 90% of members are moderately to very satisfied with Society and Unit scientific and technical meetings.	Meetings Overview Committee, Annual Meeting & Program Committees
	Target MS 2.1.b. The number and diversity of Unit meetings held jointly with other professional groups increases. (Also supports Strategies MS 4.2 and ITO 2.1).	Meetings Overview Committee, Divisions, Sections, Chapters
	Target MS 2.1.c. AFS sponsors symposia at other organizations' meetings.	Divisions, Sections, Chapters
	Target MS 2.1.d. AFS surveys show a majority of AFS members interested in attending the Annual Meeting are encouraged to attend by the time of year the meeting is held or the presence of family-oriented services provided.	Meetings Overview Committee, Annual Meeting & Program Committees
	Target MS 2.1.e. AFS surveys indicate that all AFS members who self-identify as possessing a disability and are interested in attending meetings can do so because their needs are met.	Meetings Overview Committee, Annual Meeting & Program Committees
Strategy MS 2.2. Continue to improve the quality and content of each AFS journal and <u>Fisheries</u> .	Target MS 2.2.a. AFS surveys indicate that at least 90% of members are moderately to very satisfied with <u>Fisheries</u> .	Publications Overview Committee, Fisheries Science Advisory Committee, Editors, Staff, Membership Concerns Committee
	Target MS 2.2.b. Web links exist and are regularly maintained between AFS journals and other fisheries-related publications.	Staff
	Target MS 2.2.c. AFS surveys of members who read or receive AFS journals indicate an increase in the "very" satisfied category of each of the AFS journals.	Publications Overview Committee, Journal Editors, Membership Concerns Committee

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
	Target MS 2.2.d. Impact ratings, based on a standard deemed appropriate by the AFS editorial office, of each AFS journal are at least as high as ratings for journals that cover comparable subject matter.	Publications Oversight Committee, Journal Editors, Staff
	Target MS 2.2.e. The Publications Oversight Committee strategic plan is implemented.	Publications Oversight Committee, Journal Editors, Staff
Strategy MS 2.3. Continue to improve journal production efficiency.	Target MS 2.3.a. AFS surveys demonstrate at least 25% of members have authored and/or reviewed an article for an AFS publication within the last 5 years.	Publications Overview Committee, Journal Editors, Staff, Membership Concerns Committee
	Target MS 2.3.b. AFS surveys demonstrate that 75% of members who publish in fisheries-related journals consider speed of peer review and speed of publication of AFS journals to be satisfactory.	Publications Overview Committee, Journal Editors, Staff, Membership Concerns Committee
	Target MS 2.3.c. The overall average time between article submission and publication is reduced to 12 months or less.	Staff, Authors, Journal Editors
	Target MS 2.3.d. Training and materials designed to enhance authoring, reviewing and editing skills are developed for members.	Staff, Journal Editors
Strategy MS 2.4. Support, utilize, and nurture all AFS Units, committees, and individuals.	Target MS 2.4.a. Periodically review Section status, nurture Section development, and encourage more communication between Sections and the Parent Society.	Officers, Governing Board
	Target MS 2.4.b. Utilize AFS Units, committees, and individual expertise for purposes of information exchange and developing expert recommendations on important aquatic resource topics.	Executive Director, Officers, Divisions, Sections, Chapters
	Target MS 2.4.c. AFS surveys demonstrate that at least 90% of members are moderately to very satisfied with the way in which AFS Units, committees, and individual expertise is used to synthesize and provide scientific and technical information.	Publications Overview Committee, Book Advisory Committee, Fisheries Science Board, Staff, Membership Concerns Committee
Strategy MS 2.5. The Book Program Strategic Plan is updated regularly and implemented as intended.	Target MS 2.5.a. AFS surveys demonstrate that at least 90% of members are moderately to very satisfied with AFS books.	Book Advisory Committee, Staff, Membership Concerns Committee

Examples of Success:

- AFS journals are available online.
- Fisheries InfoBase online provides journal articles back to 1970 and all Fisheries science

articles.

- Manuscript submission and review is handled online.
- Uniformly high marks given for AFS books and journals in the 1997 membership survey show these programs are already successful in many areas, and the average number of books published yearly has tripled from 1999 to 2003.
- High member satisfaction with Society and Unit meetings.
- AFS provided sponsorship funding of the inaugural conference on estuarine restoration.

Goal MS 3, Online and Web Services: AFS will provide information networks and services emphasizing intrasociety communications and information exchange.

Where We Are:

Information technology continues to evolve. AFS staff manages the Society Web site with a private provider, and the AFS home page averages about 20,000 visits per month. The AFS web site offers information about meetings, Unit activities, publications, governance, and jobs. Members can access the membership directory, professional certification information and forms, policy statements, and numerous other items. Online ballots and voting, membership renewal, and annual meeting registration are also available. Over 32 different list-serves (list of e-mail addresses available for appropriate members) have been developed for faster information dissemination to those who need it and not to those who do not. Links have been developed to appropriate government, academic, professional society, and scientific journal Web sites. Currently, 4 Divisions, 47 Chapters, 18 Student Subunits, and 17 Sections have Web sites.

Where We Want To Be:

Opportunities for online communications should be expanded. Journals should continue to be readily accessible online, as described under Goal MS 2. A calendar of Continuing Education courses should be posted (see Target MS 1.1.f) and the courses offered online to increase access and participation (see Target MS 1.1.b). AFS should continue to provide Web-based access to membership services and information about all aspects of AFS. The Web site should continue to have a secure, members-only side with greater access to membership services and a public side about all aspects of AFS. A variety of other electronic communication methods should be explored and the promising ones pursued. Employers continue to use the job site, and members can post resumes online. Unit Web sites should be updated and maintained.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy MS 3.1. Continue to use online tools to facilitate communication and information exchange among AFS members and Units; enhance members (and Units) accessibility to online services.	Target MS 3.1.a. AFS surveys show 80% of AFS members who need member and Unit information obtained it successfully from the Web site.	Staff, Membership Concerns Committee
	Target MS 3.1.b. AFS members are aware of and use the information on the Web sites.	Staff
	Target MS 3.1.c. The number of "hits" to the AFS web site increases annually.	Staff

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
	Target MS 3.1.d. Membership and activity on the AFS email list increases each year.	Divisions, Sections, Chapters
Strategy MS 3.2. Maintain and improve the timeliness and employer use of online job announcement services.	Target MS 3.2.a. The number and timeliness of jobs listed in the AFS Jobs Bulletin remains steady or increases.	Staff, Official Members
	Target MS 3.2.b. The AFS Jobs Bulletin allows those looking for jobs to post resume.	Staff
Strategy MS 3.3. Encourage AFS Units to develop or enhance their Web sites using AFS Web site plan and Society and Unit strategic plans as guidance.	Target MS 3.3.a. The number of Units with Web sites that include elements like those emphasized in the Web and strategic plans increase. Target MS 3.3.b. Unit web sites are active and up to date.	Staff, Divisions, Sections, Chapters

Examples of Success:

- Members can renew, vote, and register for meetings online.
- Appropriate links make the web site more useful.

Goal MS 4, Diversity: AFS will increase the diversity of its membership

Professional diversity reflects the number and heterogeneity of members in terms of academic discipline, occupation, employer, subject matter expertise, educational background, and work experience.

Social diversity reflects the number and heterogeneity of members in terms of race, ethnicity (region of origin), gender, physical and mental ability, and beliefs.

Where We Are:

Social diversity: AFS has gender and ethnic diversity in its membership, but records of this information are difficult to maintain. Optional reporting by members indicated that women comprised 12.7% of members and ethnic minorities comprised 5.7% in 1999. It is likely that the proportion of women has increased, since the 1997 membership survey indicated that 35% of new members were female. Currently, three Sections address diversity issues, including the Equal Opportunities Section, the Native Peoples Fisheries Section, and the International Fisheries Section. A Disabilities Advisory Committee ensured that steps were taken to provide services at the annual meeting for disabled members. Specific efforts have been made to encourage members of underrepresented groups. The Hutton Junior Fisheries Biology Program is designed primarily to develop interest in the fisheries profession among minority high school students. The program provides students with a professional mentor and a summer-long, hands-on experience in fisheries science. Since its inception in 2001, the number of participants has increased annually to the 2004 level of 65 students and 72 mentors. Several previous participants are currently enrolled in college fisheries programs.

Professional diversity: Traditionally, the composition of AFS membership reflected the disciplines of biology and the specialties of aquaculture, stock assessment, and fisheries management. Members were traditionally employed by government agencies and academia, with limited representation from the private sector, complementary disciplines, and nongovernmental organizations. The Society now boasts a host of specialized Sections that reflect the disciplinary and professional interests of AFS. There are Sections such as Socioeconomics, Law, History, Computer Use, Bioengineering, and Physiology. Total membership in Sections declined about 12% from 1999 to 2003. Three Sections (International Fisheries, Fisheries History, and Estuaries), however, have increased in membership by 10% or more. Although recent data are unavailable, the 1997 membership survey indicated that among AFS members, 43% are focused on research, 30% emphasize fisheries management, 18% are in habitat management, and 15% are in administration; 51% are employed by government agencies, 16% by academic Units, 14% by the private sector, and 2% by nongovernmental organizations, and 8% are students. Only 7 - 9% of AFS membership is from outside North America.

Where We Want To Be:

AFS should strive to provide opportunities and vehicles to achieve diversity and create a climate in which diversity is welcomed, acknowledged, and appreciated. The call for more ecosystem-based management and participatory management necessitates the integration of more disciplines and social groups. AFS should be at the forefront in these endeavors.

To achieve diversity in its membership, the three broad areas of recruitment (including international recruitment), retention, and awareness must be addressed. The Society must continue to recruit a more diverse membership through outreach; but the Society must also address the concerns of current members to ensure that they continue to feel welcome within AFS. An effort must also focus on fostering awareness of the importance of professional and social diversity among members. In particular, AFS will seek to recruit students, females, minorities, and members of the diverse professions of the Society into leadership roles to better reflect the diversity of our membership. The more interfaces that are made outside AFS, the better the chances of improving diversity within AFS. As diversity improves, the easier it will be to provide further interfaces.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy MS 4.1. Develop and implement a plan that identifies, targets, and recruits individuals from under-represented (socially, geographically, and professionally) groups and that provides for leadership development opportunities.	Target MS 4.1.a. Membership in categories of socially, geographically, and professionally-under-represented groups increases by 10 % from 2004 to 2009. (See also Target MS 1.6.a.).	AFS, Division, Section and Chapter Membership Committees
	Target MS 4.1.b. The number of participants in the Hutton Program increases and their future studies in fisheries are monitored.	Hutton Committee, Staff
Strategy MS 4.2. Market AFS membership to members of complimentary organizations, including social and other	Target MS 4.2.a. AFS surveys show that the number of members who joined due to exposure at a joint meeting increases.	Membership Concerns Committee

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
biological sciences.	Target MS 4.2.b. Joint memberships, reciprocal paid meeting registrations and other reciprocal benefits with other North American professional societies have been considered.	Membership Committee
Strategy MS 4.3. AFS and Units should regularly sponsor outreach programs targeted to specific audiences with the intention of increasing social diversity of membership within AFS and/or within the audiences with whom AFS works.	Target MS 4.3.a. Each Chapter hosts at least one outreach effort per year targeted to increase social diversity among its audience and membership.	Chapters
Strategy MS 4.4. Encourage AFS and Unit Nominating Committees to consider the social and professional diversity of the AFS membership to identify the best possible candidates to run for leadership positions.	Target MS 4.4.a. AFS and Unit leadership at least reflects the social and professional diversity within the organization.	AFS, Division, Section and Chapter Nominating Committees
Strategy MS 4.5. Showcase on the AFS Web site the programs that Units offer so other Units can trade and share ideas.	Target MS 4.5.a. Unit outreach programs are featured on the AFS and Unit web site.	Staff, Divisions, Sections, Chapters
Strategy MS 4.6. Develop reciprocal memberships with international fisheries societies to offer reduced costs and encourage diverse professional membership.	Target MS 4.6.a. International reciprocal membership arrangements are developed.	AFS Membership Committee, International Fisheries Section, Staff
	Target MS 4.6.b. Reciprocal paid attendance for AFS and other professional society leaders at annual meetings has been developed.	Staff, Meetings Overview Committee

Examples of Success:

- Contributions by several AFS Units to the Equal Opportunities Section Travel Awards that increase the number of women and minorities attending the annual meeting.
- AFS brought 33 fisheries professionals from Developing Countries to the Fourth World Fisheries Congress and continues to provide networking opportunities with them.
- Half the Parent Society elected officers in 2003 were women.
- Participation in the Hutton Program has increased annually.
- The World Council of Fisheries Societies has been established.

Goal MS 5, Strategic Plan Implementation: AFS members, leaders, staff, and Units will participate actively in implementing the Strategic Plan.

Where We Are:

Planning has become a higher priority for the Society. A 1989 planning effort was followed by the 1994 and 1999 Strategic Plans. All Units were called upon to have long-range plans aligned with the AFS Plan, but minimal progress has been made. Leadership training has been available at Annual meetings and has been expanded to cover Division meetings. Although it has been a slow

process, this training appears to have increased the understanding of the roles of Society officers and staff and the relevance of the Strategic Plan.

The incoming President now uses the Strategic Plan as the basis for his or her program of work (POW), tailoring it to fit the individual interests and issues of the day. Implementation of the Plan through the activities of the Units appears to be less successful because actions taken toward implementing the goals and strategies of the Plan have been poorly documented. Few Units provide programs of work to AFS that specifically reference the Strategic Plan. There has been a lack of communication about expectations for Unit activities as they relate to AFS objectives, but the good news is that the Units for the most part align their activities closely regardless. Many members feel that the Strategic Plan as it has been presented in the past is not of interest to them, largely because it is not reader friendly.

The apparent lack of knowledge of where the Units fit into the AFS Strategic Plan process has decreased somewhat due to the inclusion of the topic in the Leadership Workshops provided at the AFS and Division meetings. Although much of the Unit work being undertaken is directly relevant to the Strategic Plan, it is not well linked or reported by the Units to AFS staff or leadership for their use.

Where We Want To Be:

To be effective, the Strategic Plan must be both a top-down and a bottom-up process. The work of both the Society and the Units must be recognized equally, supported, and guided to ensure consistency. The bottom-up component drives AFS program delivery at the local, regional, or topical scale and should be nurtured. The leaders of these Units have an obligation to carry out the work of the Society and to respond in a timely manner to requests for information and participation in AFS activities.

The Society seeks to have an effective, cohesive, communicating leadership from the smallest Unit to the Society as a whole with a common vision and a common mission as espoused in the Society's Strategic Plan. Leadership training must be considered essential for incoming volunteer leaders who must become familiar with the roles, responsibilities, and relationships among the Society's governing entities. The Society will provide opportunities for leadership training for all incoming officers of the Governing Board, the Divisions, the Sections, and individual Chapters. This will ensure that AFS becomes a cohesive and effective Society. Development of a cohesive working Society with a common purpose and goals requires the dedication of a competent, effective leadership that is developed within the Chapters and nurtured in other AFS Units. A new reporting system for Units to match their activities to specific strategies and targets of the strategic plan must be developed.

This kind of Society must reflect the diversity of its membership and the diversity of views of its members. It requires that Chapters develop their own approach for addressing the AFS mission and transmit those ideas to other Chapters, Sections, and their Divisions and that their Divisions bring those ideas to the Governing Board. Similarly, Sections and Divisions must develop their own approaches and communicate those ideas to other Units and to the Governing Board. All these diverse ideas must be digested at the Society level and retransmitted back to the Units for action.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy MS 5.1. Disseminate (the present) Society strategic plan and annual Programs of Work to foster understanding and approval among members, Chapters, Divisions, and Sections.	Target MS 5.1.a. An abbreviated and reader friendly version of the Strategic Plan is published in <u>Fisheries</u> within 4 months of Governing Board approval and the full text of the strategic plan is listed on the Web (printable by the user) within one month of approval by Governing Board.	Strategic Plan Revision Committee
	Target MS 5.1.b. The Strategic Plan provides direction on issues and activities relevant to AFS and the Units at all levels. Surveys of the membership indicate that there is satisfaction with the elements and actions espoused by the plan.	Membership Concerns Committee, Officers, AFS President, Executive Director
	Target MS 5.1.c. Within one month of Governing Board approval, the current President's Program of Work is listed on the Web (printable by the user); periodic updates regarding progress on achieving the Targets are also available on the Web.	AFS President, Staff
Strategy MS 5.2. Support the development of an annual planning process and procedures in Chapters, Divisions, and Sections. Encourage Units to plan in concert with each other and in coordination with Society planning procedures.	Target MS 5.2.a. All Units, committees and task forces plan annual work, which is aligned with the Strategic Plan, at least 6 months in advance of the year for implementation, and contribute to developing the AFS annual program of work.	Officers, Strategic Plan Committee, AFS Committees, Divisions, Sections, Chapters
Strategy MS 5.3. Revise the Society's strategic planning process to better incorporate thoughts, desires, agendas and plans of members, Chapters, Divisions, and Sections into the Society's formal strategic planning efforts.	Target MS 5.3.a. By 2005 a mechanism has been developed and implemented for Units to provide input to the Society's formal Strategic plan.	Strategic Plan Committee
	Target MS 5.3.b. All understand the AFS strategic planning process and how to participate in it.	Divisions, Sections, Chapters
Strategy MS 5.4. Keep all procedural manuals updated.	Target MS 5.4.a. All Units will develop procedural manuals and periodically review them to ensure they remain current and ensure proper procedures are followed. Changes will be made as voted on.	AFS, Division, Section and Chapter Officers, Constitutional Consultant
Strategy MS 5.5. Develop/revise and provide quality and convenient leadership training that includes their activities and roles in achieving the Strategic Plan goals and objectives.	Target MS 5.5.a. Leadership training that specifically incorporates Strategic Plan implementation is provided annually at AFS and Division meetings and all Unit leaders are aware of their roles in implementing the Strategic Plan.	Executive Director, AFS President, Officers, Section, Division and Chapter Officers
	Target MS 5.5.b. All newly elected Society and Unit officers receive leadership materials within two months of the close of the election and leadership training within one year. These materials to include: Society's Strategic Plan, Unit Survival Guide, Unit Procedures Manual, AFS Staff roles and responsibilities Directory, and	Staff, AFS, Section, Division and Chapter Officers

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
	other necessary documentation outlining the roles and responsibilities of the officers.	
	Target MS 5.5.c. Presidents-Elect of the Divisions, Sections and Chapters and 2nd Vice President of the Society are knowledgeable about leadership, strategic planning workshops, internet sites, roles and responsibilities of AFS staff, and other materials available to help them carry out their roles.	AFS, Section, Division and Chapter Officers
Strategy MS 5.6. Monitor progress toward accomplishment of targets in (the present) strategic plan.	Target MS 5.6.a. A formal process for tracking and reporting on Unit activities is fully implemented by 2005.	Strategic Plan Committee
	Target MS 5.6.b. At least 90% of the Strategic Plan activities are completed or had significant progress toward implementation/completion by 2009.	As indicated for each Strategy/Target
	Target MS 5.6.c. AFS Executive Director and staff report annual performance by strategic plan and annual work plan item.	Executive Director
	Target MS 5.6.d. By 2004, all Units report their planned and completed activities annually to the President to provide bottom up direction to the Society's subsequent annual program of work.	Divisions, Sections, Chapters
	Target MS 5.6.e. By 2005 a committee is established to track and monitor progress on the strategic plan.	AFS President

Examples of Success:

- Leadership training including strategic plan implementation was expanded to Division meetings.
- Several Units possess and use strategic plans designed after that of the Society.

Goal MS 6, Financial Security: AFS will be financially secure.

Achieving the targets outlined in this Strategic Plan depends on a secure financial base.

Where We Are:

During the last five years, the AFS has moved from a financial position of just barely breaking even every year to one that has allowed the Society to build its reserve fund to about half of its current annual operating budget. This has occurred without increasing membership dues or cutting services or staff. In fact, the publication of journals and books has improved in quality and efficiency during this period.

Where We Want To Be:

The Society needs to continue the trend of increasing financial security. The Society's budget should maintain a balance between income and expenditure and provide an annual contribution to the reserve fund according to the financial goals established by the Governing Board. The investment portfolio should be managed actively by the Investment Advisory Committee and the financial activities of the Society audited annually. The financial security of the Society should be ensured by achieving the specific numeric targets provided in this Plan.

<i>How to get there:</i>	<i>Indicators of success (AFS will be successful if, by 2009, unless otherwise indicated...):</i>	<i>Responsibility</i>
Strategy MS 6.1. Build and maintain a financial reserve.	Target MS 6.1.a. The reserve fund is to equal the average of the prior 5 years annual operating budget	Governing Board, Executive Director
Strategy MS 6.2. Develop and maintain a long term investment policy and identify uses (goals and time windows) for funds derived from long-term investments.	Target MS 6.2.a. The portfolio composition (e.g. 35% stocks; 35% bonds; 30 % cash equivalents) is maintained as set periodically by Investment Advisory Committee	Investment Advisory Committee, Staff, Executive Director/Treasurer
Strategy MS 6.3. Establish and achieve annual operating budget.	Target MS 6.3.a. Annual budgets will be "0 balance".	Executive Director, Governing Board
Strategy MS 6.4. Audit financial activity	Target 6.4a. An annual financial audit is conducted and AFS receives favorable audit. Or, if a less than favorable audit is found, a Corrective Action Plan is developed and implemented within 3 months of any audit findings	Staff, Section, Division and Chapter Audit Committees
Strategy MS 6.5. Develop and market (existing and new) products and services.	Target 6.5a. Revenues from products and services increase	Executive Director, Governing Board, Staff

Examples of Success:

- New products and services that added to financial security since 1999:
 - Online journal consortia
 - Online donation form
 - Fisheries InfoBase
 - Online journal access
 - Increased book publishing
 - Professional management of annual trade show
- Membership dues have not increased since 1999
- Reserve fund grown to about half AFS annual operating budget:

Funds added to the reserve each year:

Year	Target	Excess	Total
1999	\$0	\$13,159	\$13,159
2000	\$32,000	\$96,282	\$128,282
2001	\$50,000	\$171,297	\$221,297
2002	\$50,000	\$404,643	\$454,643
2003	\$50,000	\$403,672	\$453,672
2004	\$15,000		

Appendix A. Strategy and Target correspondence between 2005 – 2009 and 1999 – 2004 Strategic Plans.

Aquatic Stewardship	2005-2009	1999-2004
Goal	AS 1	AS 3
Strategy	AS 1.1	AS 3.5
Target	AS 1.1.a	New
Strategy	AS 1.2	AS 3.4
Target	AS 1.2.a	AS 3.4.a
Target	AS 1.2.b	AS 3.4.b
Strategy	AS 1.3	New
Target	AS 1.3.a	New
Target	AS 1.3.b	AS 3.5.b
Strategy	AS 1.4.	AS 3.1
Target	AS 1.4.a	AS 3.1.a
Target	AS 1.4.b	AS 3.1.b
Strategy	AS 1.5	AS 3.2
Target	AS 1.5.a	AS 3.2.a
Target	AS 1.5.b	AS 3.2.b
Target	AS 1.5.c	New
Strategy	AS 1.6	AS 3.3
Goal	AS 2	AS 2
Strategy	AS 2.1	New
Target	AS 2.1.a	New
Target	AS 2.1.b	New
Target	AS 2.1.c	New
Strategy	AS 2.2	AS 2.4
Target	AS 2.2.a	AS 2.4.a
Strategy	AS 2.3	AS 1.5
Target	AS 2.3.b	AS 1.5.b
Target	AS 2.a	AS 1.5.a
Strategy	AS 2.4	AS 2.1
Target	AS 2.4.a	AS 2.1.a
Strategy	AS 2.5	AS 2.5
Target	AS 2.5.a	New
Target	AS 2.5.b	New
Strategy	AS 2.6	AS 2.6
Target	AS 2.6.a	AS 2.6.a

Aquatic Stewardship	2005-2009	1999-2004
Strategy	AS 2.7.	AS 2.7
Target	AS 2.7.a	AS 2.7.a
Strategy	AS 2.8	AS 2.2
Target	AS 2.8.a	AS 2.2.a
Strategy	AS 2.9	AS 2.3
Target	AS 2.9.a	AS 2.3.a
Strategy	AS 2.10	New
Target	AS 2.10.a	New
Target	AS 2.10.b	New
Goal	AS 3	AS 1
Strategy	AS 3.1	AS 1.1
Target	AS 3.1.a	AS 1.1.a
Strategy	AS 3.2	AS 1.2
Target	AS 3.2.a	New
Target	AS 3.2.b	New
Target	AS 3.2.c	New
Strategy	AS 3.3	AS 1.3
Target	AS 3.3.a	AS 1.3.a
Strategy	AS 3.4	AS 1.4
Target	AS 3.4.a	AS 1.4.a
Strategy	AS 3.5	AS 1.3 (part)
Target	AS 3.5.a	New
Target	AS 3.5.b	New
Target	Deleted	AS 1.2.a
Strategy	Deleted	AS 1.6
Target	Deleted	AS 1.6.a
Target	Deleted	AS 2.5.a
Target	Deleted	AS 3.5.a
Strategy	Deleted	AS 3.6
Target	Deleted	AS 3.6.a
Strategy	Deleted	AS 3.7
Target	Deleted	AS 3.7.a

Information Transfer and Outreach	2005-2009	1999-2004
Goal	ITO 1	ITO 2
Strategy	ITO 1.1	ITO 2.3
Target	ITO 1.1.a	ITO 2.3.a
Strategy	ITO 1.2	ITO 2.2
Target	ITO 1.2.a	New
Target	ITO 1.2.b	ITO 2.2.a & b
Strategy	ITO 1.3	New
Target	ITO 1.3.a	New
Strategy	ITO 1.4	ITO 2.1

Information Transfer and Outreach	2005-2009	1999-2004
Target	ITO 1.4.a	ITO 2.1.a
Target	ITO 1.4.b	ITO 2.1.b
Strategy	ITO 1.5	ITO 2.6
Target	ITO 1.5.a	ITO 2.6.a
Goal	ITO 2	ITO 3
Strategy	ITO 2.1	ITO 3.1
Target	ITO 2.1.a	ITO 3.1.a
Goal	ITO 3	ITO 1
Strategy	ITO 3.1	ITO 1.3

Information Transfer and Outreach	2005-2009	1999-2004
Strategy	ITO 3.2	ITO 1.2
Target	ITO 3.2.a	ITO 1.2.a
Target	ITO 3.2.b	ITO 1.2.b
Target	ITO 3.2.c	New
Strategy	ITO 3.3	ITO 1.1
Target	ITO 3.3.a	ITO 1.3.a
Target	ITO 3.3.a	ITO 1.1.a
Target	ITO 3.3.b	ITO 1.1.b
Strategy	ITO 3.4	ITO 1.4
Target	ITO 3.4.a	ITO 1.4.a
Strategy	ITO 3.5	ITO 1.6
Target	ITO 3.5.a	ITO 1.6.a
Strategy	ITO 3.6	ITO 1.7
Target	ITO 3.6.a	ITO 1.7.a
Strategy	ITO 3.7	ITO 1.8
Target	ITO 3.7.a	ITO 1.8.a
Strategy	ITO 3.8	New
Target	ITO 3.8.a	New
Goal	ITO 4	ITO 4
Strategy	ITO 4.1	ITO 4.2
Target	ITO 4.1.a	ITO 4.2.a
Target	ITO 4.1.b	ITO 4.2.b
Strategy	ITO 4.2	ITO 4.1
Target	ITO 4.2.a	ITO 4.1.a
Strategy	ITO 4.3	ITO 4.3
Target	ITO 4.3.a	ITO 4.3.a
Goal	ITO 5	ITO 5

Information Transfer and Outreach	2005-2009	1999-2004
Strategy	ITO 5.1	ITO 5.1
Target	ITO 5.1.a	ITO 5.1.a
Strategy	ITO 5.2	ITO 5.3
Target	ITO 5.2.a	ITO 5.2.a
Strategy	ITO 5.3	ITO 5.5
Target	ITO 5.3.a	ITO 5.5.a
Strategy	ITO 5.4	ITO 5.8
Target	ITO 5.4.a	ITO 5.8.a
Strategy	ITO 5.5	ITO 5.10
Target	ITO 5.5.a	New
Strategy	ITO 5.6	New
Target	ITO 5.6.a	New
Target	ITO 5.6.b	New
Strategy	Deleted	ITO 1.5
Target	Deleted	ITO 1.5.a
Strategy	Deleted	ITO 5.2.
Strategy	Deleted	ITO 5.4
Strategy	Deleted	ITO 5.6
Target	Deleted	ITO 5.6.a
Strategy	Deleted	ITO 5.7
Target	Deleted	ITO 5.7.a
Target	Deleted	ITO 5.7.b
Strategy	Deleted	ITO 5.9
Target	Deleted	ITO 5.9.a
Target	Deleted	ITO 5.9.b
Target	Deleted	ITO 5.10.a

Member Services	2005-2009	1999-2004
Goal	MS 1	MS 1
Strategy	MS 1.1	MS 1.1
Target	MS 1.1.a	MS 1.1.a
Target	MS 1.1.b	MS 1.1.b
Target	MS 1.1.c	MS 1.1.c
Target	MS 1.1.d	MS 1.1.d
Target	MS 1.1.e	MS 1.1.e
Target	MS 1.1.f	New
Strategy	MS 1.2	MS 1.2
Target	MS 1.2.a	MS 1.2.a
Target	MS 1.2.b	New
Strategy	MS 1.3	New
Target	MS 1.3.a	New
Strategy	MS 1.4	MS 1.3
Target	MS 1.4.a	MS 1.3.a
Strategy	MS 1.5	New
Target	MS 1.5.a	New
Target	MS 1.5.b	New
Strategy	MS 1.6	MS 1.4
Target	MS 1.6.a	MS 1.4.a

Member Services	2005-2009	1999-2004
Target	MS 1.6.b	MS 1.4.b
Target	MS 1.6.c	New
Strategy	MS 1.7	MS 1.5
Target	MS 1.7.a	MS 1.5.a
Target	MS 1.7.b	New
Target	MS 1.7.c	New
Target	MS 1.7.d	New
Goal	MS 2	MS 2
Strategy	MS 2.1	MS 2.1
Target	MS 2.1.a	MS 2.1.a
Target	MS 2.1.b	MS 4.2.a
Target	MS 2.1.c	MS 4.2.a
Target	MS 2.1.d	MS 4.2.b
Target	MS 2.1.e	MS 4.2.c
Strategy	MS 2.2	MS 2.2
Target	MS 2.2.a	MS 2.2.a
Target	MS 2.2.b	MS 2.2.d
Target	MS 2.2.c	MS 2.2.e
Target	MS 2.2.d	MS 2.2.f
Target	MS 2.2.e	New

Member Services	2005-2009	1999-2004
Strategy	MS 2.4	New
Target	MS 2.4.a	New
Target	MS 2.4.b	MS 2.4 (Strategy)
Target	MS 2.4.c	MS 2.4.a
Strategy	MS 2.5	MS 2.5
Target	MS 2.5.a	MS 2.5.a
Goal	MS3	MS 3
Strategy	MS 3.1	MS 3.1
Target	MS 3.1.a	MS 3.1.c
Target	MS 3.1.b	MS 3.1.d
Target	MS 3.1.c	MS 3.1.e
Target	MS 3.1.d	MS 3.1.f
Strategy	MS 3.2	MS 3.2
Target	MS 3.2.a	MS 3.2.a
Target	MS 3.2.b	New
Strategy	MS 3.3	MS 3.4
Target	MS 3.3.a	MS 3.4.a
Target	MS 3.3.b	New
Goal	MS 4	MS 4
Strategy	MS 4.1	MS 4.1
Target	MS 4.1.a	MS 4.1.a
Target	MS 4.1.b	New
Strategy	MS 4.2	MS 4.2
Target	MS 4.2.a	New
Target	MS 4.2.b	New
Strategy	MS 4.3	MS 4.3
Target	MS 4.3.a	MS 4.3.a
Strategy	MS 4.4	MS 4.4
Target	MS 4.4.a	MS 4.4.a
Strategy	MS 4.5	MS 4.5
Target	MS 4.5.a	MS 4.5.a
Strategy	MS 4.6	MS 4.6
Target	MS 4.6.a	MS 4.6.a
Target	MS 4.6.b	MS 4.6.b
Goal	MS 5	MS 5
Strategy	MS 5.1	MS 5.1
Target	MS 5.1.a	MS 5.1.a
Target	MS 5.1.b	MS 5.1.c
Target	MS 5.1.c	MS 5.1.d

Member Services	2005-2009	1999-2004
Strategy	MS 5.2	MS 5.2
Target	MS 5.2.a	MS 5.2.a
Strategy	MS 5.3	MS 5.3
Target	MS 5.3.a	MS 5.3.b
Target	MS 5.3.b	MS 5.3.c
Strategy	MS 5.4	New
Target	MS 5.4.a	New
Strategy	MS 5.5	MS 5.4
Target	MS 5.5.a	MS 5.4.a & b
Target	MS 5.5.b	MS 5.4.c
Target	MS 5.5.c	MS 5.4.d & e
Strategy	MS 5.6	MS 5.5
Target	MS 5.6.a	MS 5.5.a
Target	MS 5.6.b	MS 5.5.b
Target	MS 5.6.c	MS 5.5.c
Target	MS 5.6.d	MS 5.5.d
Target	MS 5.6.e	New
Goal	MS 6	MS 6
Strategy	MS 6.1	New
Target	MS 6.1.a	New
Strategy	MS 6.2	New
Target	MS 6.2.a	New
Strategy	MS 6.3	New
Target	MS 6.3.a	New
Strategy	MS 6.4	New
Target	MS 6.4.a	New
Strategy	MS 6.5	New
Target	MS 6.5.a	New
Target	Deleted	MS 2.2.b
Target	Deleted	MS 2.2.c
Target	Deleted	MS 3.1.a
Target	Deleted	MS 3.1.b
Strategy	Deleted	MS 3.3
Target	Deleted	MS 3.3.a
Target	Deleted	MS 5.2.b
Target	Deleted	MS 5.3.a
Target	Deleted	MS 5.5.e

Appendix B. Strategy and Target correspondence between 1999 – 2004 and 2005 – 2009 Strategic Plans.

Member Services	1999-2004	2005-2009
Subgoal	MS 1	MS 1
Strategy	MS 1.1	MS 1.1
Target	MS 1.1.a	MS 1.1.a
Target	MS 1.1.b	MS 1.1.b
Target	MS 1.1.c	MS 1.1.c
Target	MS 1.1.d	MS 1.1.d
Target	MS 1.1.e	MS 1.1.e
Strategy	MS 1.2	MS 1.2
Target	MS 1.2.a	MS 1.2.a
Strategy	MS 1.3	MS 1.4
Target	MS 1.3.a	MS 1.4.a
Strategy	MS 1.4	MS 1.6
Target	MS 1.4.a	MS 1.6.a
Target	MS 1.4.b	MS 1.6.b
Strategy	MS 1.5	MS 1.7
Target	MS 1.5.a	MS 1.7.a
Subgoal	MS 2	MS 2
Strategy	MS 2.1	MS 2.1
Target	MS 2.1.a	MS 2.1.a
Strategy	MS 2.2	MS 2.2
Target	MS 2.2.a	MS 2.2.a
Target	MS 2.2.b	Deleted
Target	MS 2.2.c	Deleted
Target	MS 2.2.d	MS 2.2.b
Target	MS 2.2.e	MS 2.2.c
Target	MS 2.2.f	MS 2.2.d
Strategy	MS 2.4	MS 2.4.b (Target)
Target	MS 2.4.a	MS 2.4.c
Strategy	MS 2.5	MS 2.5
Target	MS 2.5.a	MS 2.5.a
Subgoal	MS 3	MS3
Strategy	MS 3.1	MS 3.1
Target	MS 3.1.a	Deleted
Target	MS 3.1.b	Deleted
Target	MS 3.1.c	MS 3.1.a
Target	MS 3.1.d	MS 3.1.b
Target	MS 3.1.e	MS 3.1.c
Target	MS 3.1.f	MS 3.1.d
Strategy	MS 3.2	MS 3.2
Target	MS 3.2.a	MS 3.2.a
Strategy	MS 3.3	Deleted
Target	MS 3.3.a	Deleted
Strategy	MS 3.4	MS 3.3
Target	MS 3.4.a	MS 3.3.a
Subgoal	MS 4	MS 4
Strategy	MS 4.1	MS 4.1
Target	MS 4.1.a	MS 4.1.a
Strategy	MS 4.2	MS 4.2
Target	MS 4.2.a	MS 2.1.b

Member Services	1999-2004	2005-2009
Target	MS 4.2.a	MS 2.1.c
Target	MS 4.2.b	MS 2.1.d
Target	MS 4.2.c	MS 2.1.e
Strategy	MS 4.3	MS 4.3
Target	MS 4.3.a	MS 4.3.a
Strategy	MS 4.4	MS 4.4
Target	MS 4.4.a	MS 4.4.a
Strategy	MS 4.5	MS 4.5
Target	MS 4.5.a	MS 4.5.a
Strategy	MS 4.6	MS 4.6
Target	MS 4.6.a	MS 4.6.a
Target	MS 4.6.b	MS 4.6.b
Subgoal	MS 5	MS 5
Strategy	MS 5.1	MS 5.1
Target	MS 5.1.a	MS 5.1.a
Target	MS 5.1.c	MS 5.1.b
Target	MS 5.1.d	MS 5.1.c
Strategy	MS 5.2	MS 5.2
Target	MS 5.2.a	MS 5.2.a
Target	MS 5.2.b	Deleted
Strategy	MS 5.3	MS 5.3
Target	MS 5.3.a	Deleted
Target	MS 5.3.b	MS 5.3.a
Target	MS 5.3.c	MS 5.3.b
Strategy	MS 5.4	MS 5.5
Target	MS 5.4.a	MS 5.5.a
Target	MS 5.4.b	MS 5.5.a
Target	MS 5.4.c	MS 5.5.b
Target	MS 5.4.d	MS 5.5.c
Target	MS 5.4.e	MS 5.5.c
Strategy	MS 5.5	MS 5.6
Target	MS 5.5.a	MS 5.6.a
Target	MS 5.5.b	MS 5.6.b
Target	MS 5.5.c	MS 5.6.c
Target	MS 5.5.d	MS 5.6.d
Target	MS 5.5.e	Deleted
Subgoal	MS 6	MS 6
Target	New	MS 1.1.f
Target	New	MS 1.2.b
Strategy	New	MS 1.3
Target	New	MS 1.3.a
Strategy	New	MS 1.5
Target	New	MS 1.5.a
Target	New	MS 1.5.b
Target	New	MS 1.6.c
Target	New	MS 1.7.b
Target	New	MS 1.7.c
Target	New	MS 1.7.d
Target	New	MS 2.2.e

Member Services	1999-2004	2005-2009
Strategy	New	MS 2.4
Target	New	MS 2.4.a
Target	New	MS 3.2.b
Target	New	MS 3.3.b
Target	New	MS 4.1.b
Target	New	MS 4.2.a
Target	New	MS 4.2.b
Strategy	New	MS 5.4
Target	New	MS 5.4.a
Target	New	MS 5.6.e

Member Services	1999-2004	2005-2009
Strategy	New	MS 6.1
Target	New	MS 6.1.a
Strategy	New	MS 6.2
Target	New	MS 6.2.a.
Strategy	New	MS 6.3
Target	New	MS 6.3.a
Strategy	New	MS 6.4
Target	New	MS 6.4.a
Strategy	New	MS 6.5
Target	New	MS 6.5.a

Information Transfer and Outreach	1999-2004	2005-2009
Subgoal	ITO 1	ITO 3
Strategy	ITO 1.1	ITO 3.3
Target	ITO 1.1.a	ITO 3.3.a
Target	ITO 1.1.b	ITO 3.3.b
Strategy	ITO 1.2	ITO 3.2
Target	ITO 1.2.a	ITO 3.2.a
Target	ITO 1.2.b	ITO 3.2.b
Strategy	ITO 1.3	ITO 3.1
Target	ITO 1.3.a	ITO 3.3.a
Strategy	ITO 1.4	ITO 3.4
Target	ITO 1.4.a	ITO 3.4.a
Strategy	ITO 1.5	Deleted
Target	ITO 1.5.a	Deleted
Strategy	ITO 1.6	ITO 3.5
Target	ITO 1.6.a	ITO 3.5.a
Strategy	ITO 1.7	ITO 3.6
Target	ITO 1.7.a	ITO 3.6.a
Strategy	ITO 1.8	ITO 3.7
Target	ITO 1.8.a	ITO 3.7.a
Subgoal	ITO 2	ITO 1
Strategy	ITO 2.1	ITO 1.4
Target	ITO 2.1.a	ITO 1.4.a
Target	ITO 2.1.b	ITO 1.4.b
Strategy	ITO 2.2	ITO 1.2
Target	ITO 2.2.a & b	ITO 1.2.b
Strategy	ITO 2.3	ITO 1.1
Target	ITO 2.3.a	ITO 1.1.a
Strategy	ITO 2.6	ITO 1.5
Target	ITO 2.6.a	ITO 1.5.a
Subgoal	ITO 3	ITO 2
Strategy	ITO 3.1	ITO 2.1
Target	ITO 3.1.a	ITO 2.1.a
Subgoal	ITO 4	ITO 4
Strategy	ITO 4.1	ITO 4.2
Target	ITO 4.1.a	ITO 4.2.a
Strategy	ITO 4.2	ITO 4.1
Target	ITO 4.2.a	ITO 4.1.a

Information Transfer and Outreach	1999-2004	2005-2009
Target	ITO 4.2.b	ITO 4.1.b
Strategy	ITO 4.3	ITO 4.3
Target	ITO 4.3.a	ITO 4.3.a
Subgoal	ITO 5	ITO 5
Strategy	ITO 5.1	ITO 5.1
Target	ITO 5.1.a	ITO 5.1.a
Strategy	ITO 5.10	ITO 5.5
Target	ITO 5.10.a	Deleted
Strategy	ITO 5.2.	Deleted
Target	ITO 5.2.a	ITO 5.2.a
Strategy	ITO 5.3	ITO 5.2
Strategy	ITO 5.4	Deleted
Strategy	ITO 5.5	ITO 5.3
Target	ITO 5.5.a	ITO 5.3.a
Strategy	ITO 5.6	Deleted
Target	ITO 5.6.a	Deleted
Strategy	ITO 5.7	Deleted
Target	ITO 5.7.a	Deleted
Target	ITO 5.7.b	Deleted
Strategy	ITO 5.8	ITO 5.4
Target	ITO 5.8.a	ITO 5.4.a
Strategy	ITO 5.9	Deleted
Target	ITO 5.9.a	Deleted
Target	ITO 5.9.b	Deleted
Target	New	ITO 1.2.a
Strategy	New	ITO 1.3
Target	New	ITO 1.3.a
Target	New	ITO 3.2.c
Strategy	New	ITO 3.8
Target	New	ITO 3.8.a
Target	New	ITO 5.5.a
Strategy	New	ITO 5.6
Target	New	ITO 5.6.a
Target	New	ITO 5.6.b

Aquatic Stewardship	1999-2004	2005-2009
Subgoal	AS 1	AS 3
Strategy	AS 1.1	AS 3.1
Target	AS 1.1.a	AS 3.1.a
Strategy	AS 1.2	AS 3.2
Target	AS 1.2.a	Deleted
Strategy	AS 1.3	AS 3.3
Strategy	AS 1.3	AS 3.5
Target	AS 1.3.a	AS 3.3.a
Strategy	AS 1.4	AS 3.4
Target	AS 1.4.a	AS 3.4.a
Strategy	AS 1.5	AS 2.3
Target	AS 1.5.a	AS 2.3.a
Target	AS 1.5.b	AS 2.3.b
Strategy	AS 1.6	Deleted
Target	AS 1.6.a	Deleted
Subgoal	AS 2	AS 2
Strategy	AS 2.1	AS 2.4
Target	AS 2.1.a	AS 2.4.a
Strategy	AS 2.2	AS 2.8
Target	AS 2.2.a	AS 2.8.a
Strategy	AS 2.3	AS 2.9
Target	AS 2.3.a	AS 2.9.a
Strategy	AS 2.4	AS 2.2
Target	AS 2.4.a	AS 2.2.a
Strategy	AS 2.5	AS 2.5
Target	AS 2.5.a	Deleted
Strategy	AS 2.6	AS 2.6
Target	AS 2.6.a	AS 2.6.a
Strategy	AS 2.7	AS 2.7
Target	AS 2.7.a	AS 2.7.a
Subgoal	AS 3	AS 1
Strategy	AS 3.1	AS 1.4
Target	AS 3.1.a	AS 1.4.a
Target	AS 3.1.b	AS 1.4.b

Aquatic Stewardship	1999-2004	2005-2009
Strategy	AS 3.2	AS 1.5
Target	AS 3.2.a	AS 1.5.a
Target	AS 3.2.b	AS 1.5.b
Strategy	AS 3.3.	AS 1.6
Strategy	AS 3.4	AS 1.2
Target	AS 3.4.b	AS 1.2.b
Target	AS 3.4.a	AS 1.2.a
Strategy	AS 3.5	AS 1.1
Target	AS 3.5.a	Deleted
Target	AS 3.5.b	AS 1.3.b
Strategy	AS 3.6	Deleted
Target	AS 3.6.a	Deleted
Strategy	AS 3.7	Deleted
Target	AS 3.7.a	Deleted
Target	New	AS 1.1.a
Strategy	New	AS 1.3
Target	New	AS 1.3.a
Target	New	AS 1.5.c
Strategy	New	AS 2.1
Target	New	AS 2.1.a
Target	New	AS 2.1.b
Target	New	AS 2.1.c
Target	New	AS 2.5.a
Target	New	AS 2.5.b
Strategy	New	AS 2.10
Target	New	AS 2.1.a
Target	New	AS 2.10.b
Target	New	AS 3.2.a
Target	New	AS 3.2.b
Target	New	AS 3.2.c
Target	New	AS 3.5.a
Target	New	AS 3.5.b