



PRESIDENT'S MESSAGE, from Frank McBride

I trust that each of you had a wonderful summer vacation. Well at any rate, it is time to get back to fisheries work. Included in this newsletter you will find a draft of a long rang plan for the Chapter. Please take several hours from your busy schedules and carefully review the plan. Please pay careful attention to all of the work that is projected for the next few years and picture yourself making significant contributions toward accomplishment of these goals.

I would like to have your suggested changes or general comments concerning the plan by November 1, 1993. The EXCOM will consider your suggestions and prepare a final draft of the plan for consideration at the annual meeting in January.



FIRST CALL FOR PAPERS

The Annual Meeting of the North Carolina Chapter of the American Fisheries Society will be held at Duke University Marine Laboratory, Beaufort, North Carolina, January 18-19, 1994.

In previous Annual Meetings, the program has consisted of one session for graduate student presentations and one or two sessions on specific topics with invited speakers. This year, the Program Committee has elected to try a less formal approach. We welcome contributions from Chapter members and potential members on topics including the status of graduate research, ongoing agency or corporate research, past research, or other fishery-related issues.

To the extent possible, the Program Committee will group papers by topic. For that reason, although no formal publication of proceedings is planned, we are requesting that presenters submit brief abstract (one-half page or less, single-spaced) of the proposed talk. Format for the abstract should be as follows: Name of presenter: affiliation: Title: Text describing project. *The deadline for submitting abstracts for consideration is September 30, 1993.* Preference will be given to those who respond early. If we don't receive enough responses to fill the program, we will come looking for speakers.

Please indicate if the presenter is a student so that the presentation can be judged for the Best Student Paper Award and mail or fax (Faxform (919) 515-4454) your abstracts to:

Program Committee, N.C. Chapter-American Fisheries Society
c/o U.S. Fish and Wildlife Service
South Atlantic Fisheries Coordination Office
P.O. Box 33683, Raleigh, NC 27636-3683

FIRST CALL FOR PAPERS continued

The Program Committee this year consists of: President-Elect Dr. Wilson Laney (telephone 919-515-5019), Dr. Joseph Hightower (919-515-2631), Mr. John Carmichael (919-515-3547), and Mr. Scott Van Horn (919-528-9887). Feel free to call any member of the Program Committee if you have any questions, or if you have suggestions for the meeting program.



**Minutes of the North Carolina Chapter of the American Fisheries Society
Executive Committee Meeting
13 July 1993**

The EXCOM met 13 July 1993 at the Division of Marine Fisheries in Morehead City, NC. In attendance were President Frank McBride, President-Elect Wilson Laney, Secretary-Treasurer Liz Noble, and Student Representative Elise Irwin.

1994 ANNUAL MEETING: The meeting will be held at Duke Marine Lab on Pivers Island in Beaufort, NC on January 18 and 19. The program will begin at 1:00 on Tuesday and conclude Wednesday at noon. Rooms will be available at the Lab on a first come first serve basis. A seafood dinner is planned for Tuesday evening. Wilson Laney and the Program Committee will be mailing a call for papers in July. This meeting announcement will also be sent to "fisheries folks" outside the Chapter in efforts to increase membership. More meeting details will be sent in November.

LONG RANGE PLAN: A long range plan for the Chapter was drafted. This plan was modeled after the parent society's long range plan. President McBride will distribute it to a review panel. The plan will be mailed to the membership October 1 for a 30 day review period. The revised text will be provided to the membership at the annual meeting for discussion.

BY-LAWS: Editorial review of the Chapter's by-laws is being conducted by the EXCOM. Copies of the changes will be sent to the membership in December. These changes will be voted on by the membership at the annual meeting.

NEWSLETTER: Sheryl Bryan has resigned as newsletter editor. The EXCOM extends their appreciation to Sheryl for a job WELL DONE! The committee discussed ideas on how the Chapter could better provide the editor with materials for the newsletter. Sheryl pretty much did it all. Without her efforts (and a lot of hard work) there wouldn't have been a newsletter. The next newsletter will be sent this winter and will include information on the annual meeting.

STUDENT SUBUNIT: A meeting is planned for late summer. Fund raising activities include selling coffee mugs, sweat shirts, and possibly a lunch Tuesday, January 18, before the annual meeting. A location for the lunch needs to be found.

ENVIRONMENTAL CONCERNS: President McBride is sending a letter to the parent society on behalf of the membership endorsing *The Cooperative Interjurisdictional Rivers Fishery Resources Act of 1993*. The position paper on the harvest of sargassum weed is still in review and will be acted upon as soon as the Environmental Concerns Committee submits it to the EXCOM.

Submitted by Liz Noble, Secretary-Treasurer, 13 July 1993

North Carolina AFS Chapter Long Range Plan

-Draft-

Version 3

[Prepared in part by the Executive Committee members (Frank McBride, Wilson Laney, Liz Noble, Elise Irwin) present July 13-14, 1993. Completed by McBride and Laney July 19, 1993 and distributed to ExCom and invited reviewers (Rich Noble, Don Cloutman, Larry Olmsted, and Fred Harris). Review comments considered and text further revised by McBride and Laney August 16, 1993.]

Plan Development

Introduction

The members of the North Carolina Chapter (Chapter) of the American Fisheries Society (Society) have developed an organization to serve them in their scientific and professional endeavors within the State of North Carolina. The members of the Chapter's 1993 Executive Committee aspire to have the Chapter become the preeminent professional organization for fishery scientists in North Carolina.

This document, modeled after the Society's long range plan (Fisheries 14(1):16-22), is the result of the Executive Committee's planning process. It represents our efforts to visualize present Chapter activities, and acknowledges that future Executive Committees will refocus the Chapter's goals and objectives according to current perceptions of priorities. It is recognized that the Chapter will continue to change and that planning will contribute significantly to our organizational growth.

This plan will be implemented through preparation of Operational plans which will cover a two-year time frame. The Operational Plans will contain specific actions to accomplish the goals and objectives contained in the Long Range Plan.

Statement of Purpose

A long range plan will be developed and periodically amended to represent explicitly defined initiatives for the Executive Committee's use in developing the Chapter's annual program and budget. The plan also will provide focus for considering future program commitments. To maintain vitality, periodic infusions of new ideas or changes in program priorities will be required from the members and the Executive Committee.

Time Frame

The long range plan is a document upon which the Chapter's leadership can act. Consequently, the time frame during which the initial long range plan will be meaningful is five years. Actions on some objectives can begin immediately; however, implementation is generally expected to occur from January 1994 through December 1998.

Future Direction of the North Carolina Chapter

Mission Statement

The North Carolina Chapter of the American Fisheries Society is a scientific and professional organization of persons interested in the conservation and enhancement of fisheries resources. The mission of the Chapter is to (a) advance the conservation and development of North Carolina's fisheries resources for optimum use and enjoyment, (b) gather and disseminate information on fisheries science and management, and (c) promote and enhance the educational, scientific, and technical aspects of North Carolina fisheries professionals. In the conduct of its mission, the North Carolina Chapter will strive to provide an organizational structure that equitably represents its members, develops opportunities for effective leadership, and generates the resources necessary to carry out its programs.

Goals, Subgoals, and Objectives

- I. Advance the conservation and development of North Carolina's fisheries resources for optimum use and enjoyment.
 - A. Influence the development of public policy. (Priority: high)
 1. Enhance scholarly debate about policy issues within the Chapter through publications, symposia and other media as a basis for development of sound management strategies.
Responsibility: Environmental Concerns Committee, and Chapter members [Tap in to existing mechanisms for keeping abreast of State legislation, inform Chapter members, encourage them to contact legislators]
Target Date: Ongoing; discuss evaluation with Chapter.
 2. Define, publish, and periodically evaluate Chapter positions concerning environmental, social, and political issues affecting fisheries.
Responsibility: Environmental Concerns Committee, and Chapter members.
Target Date: [to be discussed with Chapter]
 3. Encourage the active public involvement of Chapter members when an issue arises of significant importance to fishery resources.
Responsibility: Chapter Executive Committee and Committee Chairpersons.
Target Date: Ongoing; discuss evaluation with Chapter.
 4. Work with other organizations that have interests in aquatic resources to influence conservation policies. [Olmsted suggests developing a list of such organizations; also explore joining Conservation Council of NC or similar group]
Responsibility: Chapter Executive Committee and members.
Target Date: Ongoing, review progress in 1995.
 - B. Improve communication among scientific societies and organizations concerned with fisheries and the aquatic environment. (Priority medium)
 1. Define the role of the Chapter relative to other professional and scientific organizations in North Carolina and communicate Chapter views and positions to these organizations.

Responsibility: Chapter Executive Committee, Committee Chairpersons and designated liaisons.

Target Date: Ongoing; Executive Committee evaluate annually.

2. Use the Chapter newsletter to report on plans and activities of related societies so that Chapter members may participate and express their views to these groups.

Responsibility: Newsletter Editor, Committee Chairpersons, designated liaisons.

Target Date: Ongoing; Executive Committee evaluate annually.

3. Enhance the liaison program with other societies and AFS chapters by encouraging members to interact with them.

Responsibility: Executive Committee, standing committees.

Target Date: Ongoing; Executive Committee evaluate annually.

- C. Recognize aquaculture as a growing factor in the North Carolina fisheries arena and broaden the Chapter perspective to address aquaculture along with traditional fisheries management and fisheries science. (Priority: medium)

1. Develop liaison with aquaculture professionals in North Carolina and encourage their participation in the Chapter.

Responsibility: Ad-Hoc Aquaculture Committee

Target Date: Establish by 1994.

2. Encourage aquaculture development in concert with Society guidelines and policies.

Responsibility: Ad-Hoc Aquaculture Committee

Target Date: 1995.

- II. Gather and disseminate information on fisheries science and management.

- A. Establish publication policies to make effective use of the newsletter, symposia proceedings, or any other literature produced by the Chapter. (Priority: high)

1. Evaluate membership use, professional need, and cost of any Chapter publications.

Responsibility: Executive and Newsletter Committees.

Target Date: 1995 Annual Meeting.

2. Provide revision of Chapter publication policies in light of the above evaluation.

Responsibility: Newsletter Committee.

Target Date: 1995.

- B. Provide adequate coverage of news, opinions, and professional issues in the quarterly newsletter with a focus on North Carolina. (Priority: High)

1. Establish representatives of agencies or organization in North Carolina to gather more news.

Responsibility: Newsletter Editor.

Target Date: March 1994.

2. Solicit opinion articles on controversial issues.

Responsibility: Newsletter Committee, Committee Chairpersons.

Target Date: Ongoing.

3. Establish an environmental column with coverage of North Carolina issues.

Responsibility: Environmental Concerns and Newsletter Committees.

Target Date: Fall 1994.

- C. Encourage the use of workshops and symposia as forums for collecting and disseminating information on fisheries science. (Priority: medium)

Responsibility: Executive Committee, other standing committees.

Target Date: Spring 1995.

- D. Inform the public about topical fishery issues such as habitat protection, multiple-use conflicts, and fishery resource policies through mass-media approaches. (Priority: Medium)

1. Initiate a lecture service available to conservation, natural resource, and educational groups to enhance public awareness of fisheries issues.

Responsibility: Education Committee

Target Date: Spring 1995.

2. Encourage use of existing information kits and educational materials on fisheries issues in public schools for use as enrichment materials.

Responsibility: Education Committee.

Target Date: Ongoing; evaluate annually.

3. Establish dialogue with organized user groups of North Carolina fisheries resources to gain an appreciation for their concerns.

Responsibility: Education Committee and designated liaisons.

Target Date: Ongoing; evaluate annually.

- E. Identify more effective mechanisms for gathering and disseminating information to Chapter members. (Priority: medium)

1. Provide information on available data bases concerning North Carolina resources to Chapter members [such as Division of Environmental Management fish data base; North Carolina State Museum of Natural Sciences distribution data base, etc.]

Responsibility: Education Committee.

Target Date: Ongoing; evaluate annually.

2. Evaluate benefits of other technologies for use by the Chapter.

Responsibility: All Committees.

Target Date: Ongoing; evaluate annually.

- III. Promote and enhance the educational, scientific, and technical aspects of North Carolina fisheries professionals.

- A. Maintain current literature on Society educational standards and opportunities for the fisheries profession as a service to Chapter members and students.

(Priority: medium)

1. Identify continuing education opportunities for restoring or enhancing knowledge of fishery science for North Carolina career professionals.

Responsibility: Education Committee.

Target Date: Ongoing; evaluate annually.

2. Encourage North Carolina colleges and universities offering degrees in fisheries science to meet or exceed Society goals and standards for such curricula.
Responsibility: Education Committee.
Target Date: March 1994.
 3. Provide assistance in the form of information and contacts at the Society level to colleges and universities in North Carolina wishing to offer approved degrees in fisheries science.
Responsibility: Education Committee.
Target Date: discuss with membership.
- B. Promote participation by Chapter members in the Society's certification program. (Priority: Low)
1. Advise Chapter members, especially students, of the benefits of AFS certification, and encourage their participation in the program.
Responsibility: Education Committee.
Target Date: Ongoing; evaluate annually.
 2. Promote establishment of certification as a personnel management tool for employment and compensation by fishery employers in North Carolina.
Responsibility: Executive and Education Committees.
Target Date: Ongoing; evaluate annually.
 3. Promote public recognition of certification as a required standard for professional fisheries scientists.
Responsibility: Executive and Education Committees.
Target Date: Ongoing; evaluate annually.
- C. Assist the Society in developing and maintaining professional standards for the fisheries profession. (Priority: High)
1. Actively recruit high-caliber students into fisheries science and related curricula.
Responsibility: Chapter members.
Target Date: Ongoing; evaluate annually.
 2. Encourage that the Society Code of Practices be applied.
Responsibility: Executive Committee.
Target Date: Ongoing; evaluate annually.
 3. Work with employers of fisheries professionals in North Carolina to improve the status of their fisheries employees.
Responsibility: Executive and other committees.
Target Date: Ongoing; evaluate annually.
 4. Develop an awards program to recognize outstanding North Carolina organizations that 1) improve the status of their fisheries professionals or 2) strive to protect and enhance aquatic resources.
Responsibility: Nominations Committee.
Target Date: Develop program by 1995 annual meeting.
 5. Nominate worthy Chapter members for prestigious professional and conservation awards to publicly recognize their professional accomplishments.
Responsibility: Nominations Committee.

- Target Date:* Ongoing; evaluate annually.
6. Develop and implement an award for recognition of outstanding contributions to the Chapter.
Responsibility: Nominations Committee, with Executive Committee input.
Target Date: Develop program by 1995 annual meeting.
- D. Assist the Society in developing and maintaining scientific and technical standards for the fisheries profession. (Priority: High)
1. Keep Chapter members aware of approved standard technical methods for fisheries science.
Responsibility: Education Committee.
Target Date: Ongoing; evaluate annually.
 2. Promote discussion of significant issues affecting the development, advancement and application of fisheries science, technology and practices.
Responsibility: Program, Newsletter, Education and Environmental Concerns Committees.
Target Date: Ongoing; evaluate annually.
 3. Encourage application of standards for health and safety of fishery professionals.
Responsibility: Education and Newsletter Committees.
Target Date: Ongoing; evaluate annually.
- IV. Provide an organizational structure that equitably represents Chapter members, develops opportunities for effective leadership, and generates resources necessary to carry out Chapter programs.
- A. Evaluate effectiveness of Society and Southern Division in providing appropriate program coordination and implementation, in establishing effective Chapter support, and in communicating issues and concerns to the Chapter. (Priority: Low)
1. Identify areas that need improved representation and communicate those needs to the Society and Division.
Responsibility: Executive Committee and designated liaison.
Target Date: Ongoing; evaluate annually.
 2. Evaluate program guidelines which the Society and Division provide to the Chapter and provide feedback regarding their effectiveness.
Responsibility: Executive Committee and designated liaison.
Target Date: Ongoing; evaluate annually.
- B. Assess the Chapter's organizational structure, services, and program responsiveness to needs of members. (Priority: High)
1. Gather information from Chapter members concerning their perception of Chapter effectiveness in North Carolina.
Responsibility: Executive Committee.
Target Date: Conduct survey at 1994 Annual Meeting.
 2. Conduct a detailed survey of members on Chapter structure, services, and programs to better identify member needs for program and membership development.
Responsibility: Executive Committee.
Target Date: 1995 Annual Meeting.

3. Evaluate existing committees and roles in light of survey results.
Responsibility: Ad-Hoc Evaluation Committee.
Target Date: June 1995.
 4. Annually evaluate effectiveness and performance of all standing committees every other year.
Responsibility: All Committees.
Target Date: Report to ExCom at annual meeting.
 5. Annually evaluate effectiveness, performance and needs of student subchapter.
Responsibility: Student subchapter and Executive Committee.
Target Date: Report to Executive Committee and membership at annual meeting.
- C. Evaluate role and responsibilities of the Executive Committee in the context of equitable representation of the membership, progress on goals and objectives of long range and operational plans, and effectiveness in the conduct of its business.
(Priority: High)
Responsibility: Committee Chairs and Chapter members.
Target Date: Ongoing as needed.
- D. Provide programs that develop effective leadership throughout the Chapter. (Priority: High)
1. Gather information from other Chapters on accomplishments and activities that have motivated and involved their members. Develop information packages for incoming Chapter and Subchapter leaders that document how these successful ventures were developed and carried out.
Responsibility: Executive Committee.
Target Date: discuss with membership.
 2. Identify potential leaders by actively recruiting new prospects and offering them increasingly responsible and meaningful assignments.
Responsibility: Executive and Nominating Committees.
Target Date: Ongoing; see Procedure Manual.
 3. Encourage participation of Chapter officers in the annual AFS and Southern Division meetings.
Responsibility: Executive Committee.
Target Date: Ongoing.
- E. Develop the leadership and management skills of Chapter officers needed to discharge their responsibilities.
(Priority: Medium)
1. Recruit, train and retain officers with qualifications required for specific positions.
Responsibility: Executive and Nominating Committees.
Target Date: Ongoing; see Procedure Manual.
 2. Encourage officers to interact with other AFS organizational units.
Responsibility: Executive Committee and liaisons.
Target Date: Ongoing.

- F. Evaluate benefits and costs of all existing Chapter programs and services. (Priority: High)
1. Establish a Budget and Finance Committee with defined duties to work with the Chapter officers to develop the annual budget and to explore ways of increasing the Chapter's general revenues, for consideration by the Executive Committee.
Responsibility: President.
Target Date: Spring 1994.
 2. Develop financial policy guidelines which provide for the annual budget process, audit, and any product sales and fund management.
Responsibility: Budget and Finance Executive Committees.
Target Date: 1995 annual meeting.
- G. Continue the ongoing formal planning process to guide Chapter activities. (Priority: high)
1. Periodically review and update the long range plan.
Responsibility: Executive Committee.
Target Date: Every other year after adoption.
 2. Adopt formal procedures within the Executive Committee to establish the long range plan as a principal guidance document for defining the annual programs of work for the Chapter.
Responsibility: Executive Committee.
Target Date: Spring 1994.
- H. Develop a membership recruitment and retention plan. (Priority: High)
1. Clarify the Chapter's membership recruitment goals and objectives.
Responsibility: Ad-Hoc Membership Committee.
Target Date: 1994 Annual meeting.
 2. Encourage employers of North Carolina fishery professionals to support Chapter and Society membership.
Responsibility: Executive and Education Committees.
Target Date: Ongoing; evaluate annually.
 3. Encourage Chapter members to maintain membership and participate in the Society and its organizational components.
Responsibility: Executive Committee.
Target Date: Ongoing; evaluate annually.
- I. Develop a systematic approach for addressing environmental concerns. (Priority: high)
1. Develop procedures within the Environmental Concerns Committee to identify a limited number of high priority issues with significant fisheries resource benefits.
Responsibility: Environmental Concerns Committee.
Target Date: 1995 annual meeting.
 2. Develop a protocol for quickly establishing Chapter positions and taking appropriate actions.
Responsibility: Environmental Concerns Committee.

- Target Date:* 1995 annual meeting.
- J. Establish a student recruitment program that provides incentives to retain Chapter membership. (Priority: high)
1. Provide for an active student recruitment effort
Responsibility: Student subunit, Ad-Hoc Membership Committee.
Target Date: 1994 annual meeting and ongoing thereafter.
 2. Encourage presentation of student papers at annual meetings through waiver or reduction of registration fees and presentation of awards for best student paper.
Responsibility: Executive Committee, Student subchapter.
Target Date: Ongoing; evaluate annually.
 3. Support and promote the Society's employment service and promote its acceptance by employers and job seekers.
Responsibility: Student subchapter.
Target Date: Ongoing.
 4. Provide opportunities for student membership on Chapter standing committees.
Responsibility: Chapter officers and Committee Chairs.
Target Date: Ongoing; evaluate annually.
 5. Encourage and support Division and Society participation by Student Subchapter members.
Responsibility: Chapter members and Subchapter.
Target Date: Ongoing; evaluate annually.
 6. Develop an outstanding fisheries student award.
Responsibility: Student Subchapter, Executive Committee.
Target Date: 1994 annual meeting.

Plan Implementation

Implementation of the long range plan is expected soon after approval by the Chapter. Once approved, portions of the plan can be incorporated immediately into the Chapter's next annual program and budget. This will require some decisions by the Executive Committee and a commitment on program priorities for the next few years.

Program Development

Translation of components of the long range plan into an operational plan and budget will involve some preliminary assessment work by the Executive Committee or by a Budget and Finance Committee. There will be a need to determine the following for each proposed program component: 1) what is the annual program cost; 2) who will be assigned responsibility for carrying out the tasks; 3) how long will the task take to be accomplished; and 4) how will the extent of accomplishment be evaluated.

The committee that undertakes the above program development assignment should be represented by members that participate for at least two years. Continuity is an important element of program development.

New initiatives resulting from implementation of the long range plan will require excellent supporting documentation. Policy statements, examples of what is needed, and Executive Committee advocacy are all necessary ingredients for getting a new program underway. Committee chairs will need to be particularly attentive to new program developments which affect their areas of responsibility.

Evaluation

With development of the long range plan and a mechanism for keeping it current, there will be a need for evaluating the products that evolve from the planning process. This can be accomplished through periodic program audits or through the planning process. A strategic planning committee, when not modifying or updating the long range plan, should evaluate the success of plan implementation. The two charges are complementary.

Updating

As significant components are implemented in each year's program and budget, the remaining objectives and tasks in the long range plan become numerically less and also may be of low priority. Program can encompass firm commitments for one or two years, but beyond two years the financial capability to undertake new programs becomes more tentative. New issues of membership concern also require program consideration, whether they are immediate or long range needs. Consequently, the long range plan should be rewritten or at least updated every three years. The effort need not be as comprehensive as the initial long range planning assignment, but a formal planning document should result.

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