

Strategic Affairs Committee Minutes/Record

August 6, 2012

10:30 am - 12:00 pm

Indianapolis, Indiana

COMMITTEE RECOMMENDATIONS:

BOARD RECOMMENDATIONS:

ASSOCIATION ACTIONS:

Committee attendees: Robert Waltz, April Hunt, Ken Bowers, Roger Hoestenbach, Linda Morrison, Shannon Jordre, Ali Kashani, Nancy Thiex, Dave Dzanis, Randy Gordon, David Fairfield, Richard Sellers, Kristi Krafka, Dave Ailor

Affirming Committee participants

Committee membership:

Linda Morrison	Roger Hoestenbach
Paul Bachman	Ken Bowers
Andy Gray	April Hunt
Shannon Jordre	Kent Kitade
Chad Linton	Dragan Momcilovic
Ricky Schroeder	Nancy Thiex
Ali Kashani	Robert Waltz (Board Liaison)
Jenny Murphy	

Committee advisors:

Richard Sellers	Kristi Krafka
Bob Ehart	Dave Fairfield
Randy Gordon	Pat Tovey
Dave Ailor	Dave Dzanis
Ed Rod	

1. Review and update of Action Items Table

- *By-Laws review*: Ken/April
 - i. Committee reviewed and made other edits (see revised By-Laws draft document, dated August 6, 2012)
 - ii. Will be sent to AAFCO's lawyer for finalization in time for presentation to the Board and membership vote at Mid Year, January 2013
- *Terms and Conditions for Committees, Working Groups + Committee coordination processes - Procedures Manual review (Appendix 1)*: Roger/Shannon/Ali

- i. Terms and Conditions Phase 1 finalize for committee consideration and voting by October 15 followed by presentation to Board and Membership at Mid Year January 2013
 - Working group Association Management selection process: Andy, Randy, Dave, Ricky, Linda, Richard
 - i. Working group has completed selection process for Association Management Firm and group is disbanded.
2. Sub-Committee items:
- By-Laws - nothing at this time: Ken
 - Finance - identify activities / invigoration: Ali
 - a. Transition to Secretary Treasurer and AMF has been completed; this strategic group can now move forward
 - b. Ali to seek sub-committee members
 - To develop budget/finance policies
 - Long term revenue and investment strategy
 - Board discussion August 3, 2012 to create an Audit Committee responsible for internal due diligence regarding finances and FASS financial operations; members Past President, President Elect and Secretary Treasurer
3. Strategic Planning
- Reinvigoration of the Strategic Plan is in order. The Board affirmed (August 3, 2012) that the 2010-12 Plan remains relevant and should be extended another 2-3 years rather than running a full planning process. The Board and a few senior AAFCO members prioritized and identified key activities to action them in Indianapolis in March 2010 process. The Board affirmed that a similar process should be used to review actions taken to date, review remaining activities and carry out a similar prioritization exercise with subsequent identification of activities and sharing. Timing/participants to be determined by Board.
 - Tracking document
 - SAC to develop mechanism with FASS to monitor actions and post Strategic Plan activities on the web site

Reference Key Priorities from 2010-12 plan

1. Evaluate and restructure the organization of the Association (Board, Committees and Investigators)
 - a. Streamline current committee structure
 - b. Adopt use of robust tracking processes
 - c. Board member AAFCO liaisons

- d. Board member external liaisons
- e. Adopting international components for Committees
- 2. Identify and develop incentives to increase membership participation
 - a. All new state feed employees will be encouraged to participate in AAFCO
 - i. Provide and articulate options for participating in AAFCO outside of attending meetings
 - b. Continued participation by people involved with other associations, e.g., AAPFCO
 - c. Challenges are publicized to generate involvement and active member participation is increased
 - d. Identify needs for personal/personnel technical development and training to assist members in improving their performance skill and technical knowledge
- 3. Identify and pursue revenue generating opportunities
 - a. Develop financial plan for additional revenue generation

Accept Minutes: Motion Roger/Shannon -- passes

Action Item Table:

Responsible	Item	Action	Timing / Status
By-Laws	By-Laws need to be fully reviewed and updated	Sub-committee/full committee reviewed and ready to forward to lawyer. Board formally approved up to \$6.5K (\$325X20hours) for legal review of By-Laws at August 1, 2011 meeting	Final draft to go to AAFCO lawyer for review and presentation to Board/members January 2013
Working Group: Roger, Shannon and Ali	Phase 1: Review terms and conditions of Committees, Sub-Committees, Working Groups, Task Forces and Investigators, for more efficient effective work flow	WG submitted draft revisions January 4, 2011. These were presented at the Committee Chairperson meeting January 16, 2011 for discussion. The revised version (January 19, 2011) was presented for SAC review.	No comments rec'd to date; WG to finalize by October 15 for committee action and presentation to Board/members January 2013
	Phase 2: general review of the Procedures Manual to ensure timely work flow between Committees	With conclusion of Committee purpose statements, the two WG will combine to finalize review for full committee review. Goal: increased engagement with related Committees such as Model Bill and Regulation to minimize work movement between Committees and the Board as well as minimize double voting with sub-Committees and Committees	Hold pending completion of Phase 1
Working Group: Andy, Randy, Dave, Ricky, Linda, Richard	Review the duties of the Secretary Treasurer (ST) to determine if restructuring the duties will better serve the association. This includes consideration of possibly hiring a ST and/or a Chief Operating Officer to relieve expectations of the ST.	Working Group progress formed to: 1. Develop work description, issue request for proposals, screen/rate applicants - complete. 2. Reference checks - December 3. BOD interviews of top candidates - January 15 (before mid-year) 4. FASS hired and started February 2012	Complete
Finance Sub-Committee	Building base budget and scenarios for new revenue streams Sub-Committee also needs to develop: - Budget - Long term investment strategy	Need to pull together more fulsome sub-committee; Membership consideration: Ali, Bob and 2 senior Board Directors (currently Tim and Doug) and additional person with budget/finance interest = 5; budget officer from state would be preferable. New ST, Ali Kashani, assumes responsibility for Sub-Committee	Ali to identify members and initiate activities
Work group: Bob (during transition), Ricky, Ali	Strategic Plan and Priority Action Items	Strategic Plan for 2012+, initiated. Basic framework from 2010-12 will continue. 3 priority goals will be reviewed. All goals will be re-prioritized to select 3-5 key goals by Board working group. Planning session will be	Board to determine timing/location/participants for planning session

APPROVED FINAL August 6, 2012

Responsible	Item	Action	Timing / Status
		held to identify key activities associated with goals. Priority action items will be shared and posted on the web site. FASS will provide support with tracking system.	
Strategic Affairs	Schedule review of Committee structure two years after implementation to make sure re-organization has been of value.		January 2014

DRAFT Functional collective terms for AAFCO working structure (version 2, edited January 19, 2011 (Roger Hoestenbach)):

Working Groups - May include AAFCO Members, Industry Advisors, Academia or others as needed to function within its charge. The Working Groups are “task specific” and are appointed by the committee chair to address a specific issue. Working Groups have a limited life span which should be identified at the time of appointment. Working Groups may be created by a Committee chair, Coordinator, or Investigator, and serve at the discretion of the appointing individual. (e.g., this group)

Subcommittees - Are made up of AAFCO committee members, Advisors may be asked to provide input. Subcommittees are “Task/Topic specific” and are used to divide responsibilities or focus work into more manageable groups of interest or expertise. There are not generally time restraints and the work tends to be a subset of the standing committee charge(s). Subcommittees may be created by a Committee chair, as needed, to address the needs of the committee function. (e.g., E-Commerce, subcommittee of Enforcement Issues)

Task Forces - Are utilized to fulfill a need for specific expertise that exceeds that addressed within a standing committee. Task Forces address “specific charges”, within specific and limited time, established at the time of appointment. Task Forces serve at the discretion of either the Board of Directors, the President, President-elect (AAFCO Committee Coordinator), or a Committee chair. Membership of Task Force(s) focuses on expertise in the area to be addressed and may include AAFCO Members, Industry Advisors, Academia or others as needed to function within its charge. (e.g., the Canine and Feline Nutrition Expert Task Force)

Coordinators - Are generally individuals or small groups that serve in place of a standing committee when the role that needs to be filled is either very limited in scope or would function less effectively as a larger committee. (e.g., Audit, Necrology/Life Member, etc.)

Investigators - Are generally individuals that serve in place of a committee within the limited scope of a category of ingredients (e.g., alfalfa products, mineral products, vitamins, etc.) for the purpose of coordinating the development or modification official definitions. Investigators are generally appointed by the chair of the Ingredient Definition Committee (IDC) and also serve as de facto members of the IDC.

Future Items

Relevant Priorities from current Strategic Plan:

1. Leadership training program - (intermediate priority in current Strategic Plan)
2. Leadership selection/mentoring process - (intermediate priority in current Strategic Plan)

Items from prior meetings requiring follow up:

1. Board: training/training module on Model Bill - BoD to action
2. Board: update on networking activities/initiatives with others Associations (including NASDA)
3. Board: Tracking system for record of past decisions and formal implementation plan for initiatives
4. Board: Association identification of core business; Manual of Procedures review and identification of areas for increased efficiency to focus Association work-work underway in SAC