

Strategic Affairs Committee Minutes/Record

January 24, 2013
10:30 am - 12:00 pm
Albuquerque, NM

COMMITTEE RECOMMENDATIONS:
BOARD RECOMMENDATIONS:
ASSOCIATION ACTIONS:

Committee attendees: Mark LeBlanc, Judy Thompson, Jenny Murphy, Robert Waltz, Ken Bowers, Roger Hoestenbach, Linda Morrison, Shannon Jordre, Ali Kashani, Nancy Thiex, Richard TenEyck, Dave Dzanis, David Fairfield, Richard Sellers, Kristi Krafka, Dave Ailor, Kurt Gallagher, Nancy K. Cook

Affirming Committee members

Committee membership:

Linda Morrison	Roger Hoestenbach
Paul Bachman	Ken Bowers
Andy Gray	April Hunt
Shannon Jordre	Kent Kitade*
Chad Linton	Dragan Momcilovic
Sam Davis	Nancy Thiex
Ali Kashani	Robert Waltz (Board Liaison)
Jenny Murphy	Mark LeBlanc
Aaron Price	Richard TenEyck
Judy Thompson	

Finance Sub-Committee

Ali Kashani	Richard TenEyck
Judy Thompson	Ken Bowers
Chad Linton	Mark LeBlanc

By-Laws Sub-Committee

Ken Bowers	April Hunt
Sam Davis	

Committee advisors:

Richard Sellers	Kristi Krafka
Bob Ehart	Dave Fairfield
Randy Gordon	Nancy K. Cook
Dave Ailor	Dave Dzanis
Ed Rod	Kurt Gallagher

* to be confirmed

1. Review and update of Action Items Table - see Table
2. Sub-Committees - new items:
 - list Sub-Committee members separately under Strategic Affairs Committee in the OP in future
 - By-Laws - Ken
 - IDC held a discussion regarding continuing need for tentative. There was no consensus on need to change process. No action required by By-Laws until IDC have an approved recommendation.
 - By-Laws will be reviewed again as a few typos have been identified.
 - By-Laws will be reviewed to see if they allow FDA approved ingredients to move directly to Official
 - The procedures that follow By-Laws section in OP need to be reviewed/edited (Committee Issues pages 80-87 in 2014 OP) (Ken Bowers with Judy Thompson, Kurt Gallagher, Dave Fairfield and Richard Sellers)
 - Finance - new activities: Ali
 - Bob Waltz, Ken Bowers, Judy Thompson, Richard TenEyck, Mark LeBlanc and Ali Kashani met January 22, 2013 to develop investment policy, considering approaches of other not-for-profit organizations. They plan to submit it to the Board by Seminar together with an investment proposal. AFIA (Richard Sellers), NGFA (David Fairfield) will share their investment approach with Ali Kashani.
3. Strategic Plan Priorities
 - Key priorities assignments have been distributed to Committee Chairs. Draft work plans were requested for the January 2013 Mid Year meeting of Committee Chairs and respective Committee discussion for finalization. Since Committee meeting records are due 30 days post meeting, finalized work plans should be submitted at the same time.
 - SAC are involved in two key activities for which workplans are required:
 - Goal: Identify and Pursue Revenue Generating Opportunities
 - Key Activity - Revenue Generation Plan. **Secretary Treasurer with Finance Sub-Committee will develop and finalize workplan by end of February.**
 - Identify sellable material (with eOP working group: Ricky Schroeder, Chad Linton, Richard TenEyck (liaison))
 - ID grant opportunities
 - Identify sellable training opportunities (with Education and Training Committee Judy is contact for coordination)
 - Goal: Provide professional training opportunities
 - Key Activity - Build Leaders with AAFCO background who support AAFCO. Draft workplan shared January 11, 2013. Working group formed. SAC participants will be Jenny Murphy, Mark LeBlanc, Bob Waltz, including representatives from Education and Training Committee: Judy Thompson (on both Committees), Darlene Krieger and

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Sharon Benz. **WG will finalize workplan by end of February.**

- Identify key skills relevant to AAFCO and identify off the shelf program to use
- Develop a plan and use a training firm
- Tracking document
 - SAC to develop mechanism with FASS to monitor actions and post Strategic Plan progress on the web site
 - Linda to work with FASS to bring back proposal for Committee review/approval followed by Board approval by August 2013 Annual meeting

Accept Minutes: Motion Shannon/Bob -- passes

Action Item Table:

Responsible	Item	Action	Timing / Status
By-Laws	By-Laws need to be fully reviewed and updated	Approved by Board/Association January 2013	Complete
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.	Discussion and finalization by WG (March 1, 2013) and to Committee for comment. Conference call if significant comments or email if minimal to finalize by mid May and submission in June for Annual Meeting
	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. Align with Phase 1 timeline	Hold pending completion of Phase 1
Finance Sub-Committee	Building base budget and scenarios for new revenue streams Sub-Committee also needs to develop: - Budget - Long term investment strategy	Charge: "Provide oversight of financial planning for long-term financial stability. Identify and pursue revenue generating opportunities by conducting analyses, sourcing funds and making recommendations to the Board. Further identify productive uses and justification for funding needs." Audit Committee created August 2012, responsible for internal due diligence regarding finances and FASS financial operations; members are Past President, President Elect and Secretary Treasurer. 2013 Budget developed and approved by Board January 21, 2013.	a) The procedure for annual budget creation needs to be formalized, including process to seek AAFCO funding support for various activities from budget, including an investment strategy. b) A Revenue Generation Plan is a priority activity for the Strategic Plan. A separate workplan for this item will be developed by March 4 and will be shown separately in meeting records in future.

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Responsible	Item	Action	Timing / Status
Work group: Board of Directors	Strategic Plan and identification of Priority Action Items	Strategic Plan key priorities for 2013-16 completed by Board October, 2012 (Washington, D.C.). Priority goals, outcomes, activities and Committee assignments established and posted on web site. Shared with Committee Chairs for review, work assignment and workplan drafting (November email and December conference call and January 21 st Committee Chair meeting). Reminder sent February 1, 2013 with March 4 th deadline.	Workplan finalization deadline is 30 days post Mid Year: March 4, 2013. Develop proposed tracking system with FASS for review at August 2013 Annual meeting.
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.