

AGENDA  
Strategic Affairs Committee  
January 22, 2026  
10:00-11:30 am  
New Orleans, Louisiana

1. Introductions and Agenda Review
2. Strategic Plan
  - 2023-2025: Final Update (Attachment 1)
  - 2026-2030: Plan developed September; Rolling out the plan 2026 (Attachment 2)
3. Procedures Manual update/clarification including linkage with By-Laws and Official Publication (expanded from Secretary-Treasurer description update)
  - The WG will:
    - Focus on defining what information is maintained in each of the three. Reduce overlap and duplication. Consideration should be given to minimizing OP content respecting procedures that could be placed in the PM. This would help manage the size of the OP.
    - Conduct fulsome review/update; include consideration of how the PM is managed (information storage; format; maintenance)
  - Work Group: 1) Ashlee-Rose, Kent, Kristen (replacing Ken By-Laws SC), Linda, Stan and Austin (lead); 2) Linda (lead), Tim W., Kristen and Austin
  - Work outline started in the Bin. Business practices versus association practices need to be differentiated, perhaps with different sections in the PM. By-Laws Subcommittee did a review and made recommendations for a few other activities (Shared in Bin).
  - The Board also developed a charge to form a BOD workgroup (Austin, Ken and George) to review Chapter Three of the Official Publication, excluding the Association By-Laws. This workgroup should consider overlap with the procedure's manual and committee guidelines as well as the creation of internal standard operating procedures associated with routine association work. Special emphasis should also be given to consider including a new table that defines the pre and post meeting deadlines and responsibilities around creating the Business Meeting Agenda.
  - Preliminary review has been conducted by WG 1 to eliminate redundancies and organize categories to realign.
  - Timing: Basic categorization drafted by first WG to eliminate duplication in either OP or PM. Transferred to second WG complete categorization and edit OP/PM accordingly. Anticipate report by Annual 2026.
  - Update: Kristen
4. Charitable Foundation
  - Board Charge: Executive Directors recommendation to charge the Strategic Affairs Committee with the task of reviewing the proposal to establish a new AAFCO 501(c)3 charitable foundation to be overseen by the parent AAFCO 501(c)5 organization, and to present a final recommendation back to the AAFCO Board of Directors by the 2024 Annual Meeting.
  - Working Group established to review charitable foundation and make recommendations: Phase 1: Ashlee-Rose (co-lead), Dan D., Tim W., Austin, (Linda co-lead), Mark L.

Phase 2: add industry representatives Charles S., Louise, Dave F.

- The Foundation basics have been discussed, including planned activities, budget and oversight. A few remaining items require investigation and discussion. Industry representatives have been added to finalize considerations.
- Update
  - This activity has been paused while other priorities are addressed (i.e.: developing alternative ingredient pathway). Resumption will be considered winter 2026.

5. Business Meeting Guidance – A. Therrell

- Board Charge: Develop a clear procedure that outlines the process by the ED, the President, the President-Elect, and the DRAMF to set the agenda for upcoming business meetings.
- The Official Publication (OP) and the Procedures Manual (PM) lack specific guidance around setting the business meeting agenda.
- The Annual and Midyear business meetings do not fall within either of the defined activities for Committee or Board meetings, in either the OP or the PM.
- FASS and the ED have a good process in place, but need to memorialize it in the correct place for future reference, i.e. the PM.
- Work Group established (Ashlee-Rose, Austin/FASS, Kristen, Dave E., Leah)
- Template developed as general meeting checklist that could be used for all meeting. Working on procedure. Anticipate completion by Annual.
- Timeline - Midyear 2026
- Update - Ashlee-Rose

6. Laboratory Training Proposal Requests

- Board Charge: Documents approved by Board and moved to SAC to include in the appropriate location within the Procedures Manual
- Work Group established: (Linda (lead), Austin/FASS, Kristen)
- Timeline - In progress, expect to complete spring 2025
- Update - Complete

7. New Business: Resolution Policy process review (Appendix 1)

- Review timing to provide for Member input and with respect to amendments. Does not affect ability to propose amendments during the meeting. Use the 2025 Annual meeting as an example.
- WG: Ashlee Rose, Dan K. (lead), Leah, Trish, Austin
- Timing: Midyear 2026
- Update - Dan

**Action Item Table:**

Responsible	Item	Action	Timing / Status
WG 2: Linda (lead), Kristen, Tim W. and Austin	Procedures Manual/By-Laws/Official Publication standardization	Update/clarify Procedures Manual including linkage with By-Laws and Official Publication. Preliminary review has been conducted to eliminate redundancies and organize categories to realign.	Report Midyear 2026
WG: Ashlee-Rose (co-lead), (Linda co-lead), Dan D., Tim W., Austin, Mark L.	Charitable Foundation	Review the proposal to establish a new AAFCO 501(c)3 charitable foundation	Paused until winter 2026
WG: Ashlee-Rose, Austin/FASS, Kristen, Dave E., Leah	Business Meeting Guidance	Develop procedure outlining agenda development process for upcoming business meetings	Midyear 2026
WG: Linda (lead), Austin/FASS, Kristen	Laboratory Training Proposal Requests	Identify appropriate location within the Procedures Manual	Complete?
WG: Ashlee Rose, Dan K. (lead), Leah, Trish, Austin	Resolution Policy process review	Review timing to provide for Member input and with respect to amendments.	Midyear 2026

**AAFCO POLICY ON RESOLUTIONS WG REPORT****September 24, 2025****Attendees: Ashlee-Rose Ferguson, Trish Dunn, Leah Wilkenson, Dan King**

The group discussed and decided to add some language describing best practices to amending resolutions after the designated submission timeline. The group did not want to limit floor amendments allowed in Robert's Rules. The consensus was to provide as much advanced notice so Membership could review prior to discussion at Annual. Also, changes would be best if shown with a tracked changes format for easy viewing.

It was also discussed that "Emergency Resolutions" could be added by the Board if a major event happened after the deadline for submitting the Annual agenda.

**(Proposed Amendments (red))****I. PURPOSE**

Each year prior to the AAFCO Association Business Meeting, resolutions are submitted to the AAFCO Board of Directors by members or committees for consideration. Through this process, members and committees may raise concerns and suggested action relating to legislative, regulatory, and technical issues as they apply to commercial animal feed and food safety issues.

**II. SCOPE**

To establish protocols for the receipt and consideration by members of proposed resolutions submitted through the AAFCO Board of Directors that involves procedures, format, and frames.

**III. PROCEDURES**

1. In January of each year, the President shall call for resolutions at the Midyear Association Business Meeting. The Executive Director may follow up with members through additional communications and seek the submission of resolutions by members and committee chairs.
2. Proposed resolutions will be accepted only if they come from an AAFCO member representative or committee recommendation. If needed for explanatory purposes, a resolution should be accompanied by a statement (not to exceed one page) summarizing the purpose and the justification for the proposed resolution. Guidance and resolution samples will be provided to members to assist with drafting.
3. The Executive Director shall receive and accept all resolutions that meet established guidance on clarity and form and may modify language if deemed advisable, as long as the intent is not changed and the change is in consultation with the resolution sponsor. The Executive Director may consolidate resolutions that are similar in content and intent and so indicate when presenting the revised resolution to the Board.
4. The Executive Director, by tradition, shall also prepare and present at the time and place of AAFCO Annual Meeting additional resolutions that are of a memorial or recognition nature or in good etiquette and are appropriate for the Association.

5. All proposed resolutions reviewed and accepted for clarity and form by the Executive Director shall be submitted to the Board of Directors no later than 60 days prior to the Annual Meeting for approval by the Board of Directors. The Board may invite the sponsor of the resolution to attend a Board of Directors meeting to provide context for the resolution and answer questions. Resolutions that are not passed by the Board of Directors for approval shall not be provided to members for consideration at the Annual Association Business Meeting.
6. The President or President-Elect will be responsible for coordinating the inclusion of the Board-approved proposed resolutions, which are to be presented for membership approval, into the meeting materials for the Annual Association Business Meeting.
7. All resolutions reviewed and approved by the Board of Directors shall be presented to the membership during the Annual Association Business Meeting by the President-Elect, with the Board of Directors' recommendations of approval.

**\*It is a best practice to provide Membership with as much advanced notice of known amendments that arise after the submission deadline. Amendments should be provided in a format that shows tracked changes and can be projected visually to the audience.**

8. Floor action on resolutions shall be by two-thirds majority vote of the members present or by proxy at the Annual Association Business Meeting, which constitutes a quorum.
9. The AAFCO Board of Directors shall initiate all action required by the approved resolutions and will attempt to achieve the resolution's intent during the ensuing year. Board members may delegate actions to the Executive Director or Committee Chairs for implementation.
10. The Executive Director shall coordinate the posting of resolutions on AAFCO's website and forward copies to appropriate parties at the direction of the Board of Directors. Response to a resolution may be posted on AAFCO's website at the discretion of the Board of Directors.

#### IV. PROCESS SUMMARY

Benchmark	Estimated Dates	Action	Responsible Party	Notes
Midyear Association Business Meeting	January 15	Call for resolutions to members	President	Resolutions due 60 days prior to the Annual Meeting
60 days prior to the Annual Meeting	June 1	Collect, organize, review, and consolidate, if needed, resolutions for consideration by the Board	Executive Director	Executive Director assembles resolution(s) for BOD consideration
June Board meeting	June 20	Board members review and approve resolutions for membership consideration	BOD members	Resolutions not approved by the Board will not be recommended for membership consideration
Annual Association	August 1	Membership vote	President-Elect	During Association Business

Business Meeting				Meeting
Board Meeting at end of Annual Meeting	August 5	Board members provide direction on where to post resolution or any other action needed	BOD members	Provides direction on next steps for publishing and enacting resolution to Executive Director
30 days after the Annual Meeting	September 5	Post resolutions (other actions as needed)	Executive Director	Post approved resolutions on website