

**Strategic Affairs Committee Report/Minutes**  
**August 6, 2025**  
**10:00 – 11:30 am**  
**In Person/Virtual**

**COMMITTEE RECOMMENDATIONS:**

- Report acceptance.
- Recommendations:

**BOARD RECOMMENDATIONS:**

- Report accepted – add date

**ASSOCIATION ACTIONS:**

- Report accepted – add date

**Full Committee Members:**

Linda Morrison	Kristen Green, Vice Chairperson	Dave Edwards
Erin Bubb	Brenda Snodgrass	Scott Ziehr
Mark LeBlanc	Ali Kashani	E Weigner
Jennifer Godwin	Josh Arbaugh	Dan Danielson
Ashlee-Rose Ferguson (Board Liaison)	Dan King	

**Committee Advisors**

Berit Foss	Pat Tovey	Leah Wilkinson	Charles Starkey
Bill Bookout	Julia Fidenzio	Kristi Kafka	
* Present			
** Virtual			

**By-Laws Sub-Committee**

Kristen Green (Chair)    Erin Bubb    Josh Arbaugh

**Committee Report:**

1. Strategic Plan

- 2023-2025: Update
  - 2023-2025 Strategic Plan updates from Committee work (Attachment 1)
  - Closing out this plan cycle. Summary will be prepared and shared
- 2026+: developing the next plan
  - Planning meeting with Board and Committee Chairs in September.

2. 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: Ashlee-Rose, Kent, add Kristen Ken (By-Laws SC), Linda, Stan and Austin (lead)

- 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 Kristen 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. The workgroup should provide a recommendation back to the BOD at the 2023 July BOD meeting. This Board Charge will be integrated into the SAC WG activity.
  - Preliminary review conducted to identify redundancies and organize categories to realign. Will use the 2024 OP version to resume. Have a path forward, categorizing in either OP or PM to eliminate duplication.
- Timing: anticipate report by Annual 2025.
- Update: Austin
  - Met end of 2023. Documents and workgroup report returned to Linda to finalize. Defined policy, guideline and procedures. Categorized to move between OP and PM. Goal is no redundancies in the two documents. Will be shared with Committee.
  - Work Group: Linda, Kristen and Tim W.
  - Timing: Goal is Midyear 2026.

### 3. Charitable Foundation

- Board Charge: Executive Director's 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 to review charitable foundation and make recommendations (Appendix 3)
  - Phase 1: Ashlee-Rose (co-lead), Dan D., Tim W., Austin, (Linda co-lead), Mark L.
  - Phase 2: add industry representatives Charles S., Leah, 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: Linda
  - This activity has been paused while other priorities are addressed (i.e.: developing alternative ingredient pathway). Resumption will be considered fall 2025.

### 4. Business Meeting Guidance

- 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 (lead), Austin/FASS, Kristen, Dave E., Leah)
- Template developed as general meeting checklist that could be used for all meeting. Working on procedure.

- Timeline - Anticipate completion by Annual.
- Update: Ashlee-Rose Ferguson
  - Expanded to meeting planning for Annual and Midyear as well as Board meetings. Could be used for general meeting planning like training. Foundation is Chapter 3 which has been placed in an Excel spreadsheet and expanded. Working on timelines, meeting material preparation, etc. Meeting evaluation surveys used to inform meeting planning. Need to include FASS feedback. Use draft to do trial run at Midyear 2026.
  - Timing: complete Annual 2026

#### 5. Clarifying roles/responsibilities for AAFCO Life Members (Appendix 1)

- Board Charge: review Life Members voting rights
- Carryover item from trade association meetings
  - Industry has concerns with life member voting since they are no longer representing a member agency or have state accountability.
  - Recent example (MBRC) of a life member casting a tie-break vote
  - The sentence in question:  
*P.97 – Notification of New Life Members..... "Life members have the right to vote in committee meetings and workgroups but not the association's general business meetings.*
- Work Group established: (Erin (lead), Scott, Leah, Tim W., Mark)
- Timeline - Complete
  - Update residual Action Items:
    - Life Members under contract should have non-disclosure clauses reviewed. (Austin) – complete (standardized contract now in use and has been reviewed). Share document from Austin.
    - Communicate to other Committees to identify Life Member ineligible to vote so they have quorum and count votes accordingly. (Dan King: President Elect/Committee Coordinator) – developed and part of this meeting Agenda (note print version has formatting/information errors). Dan will also share directly with Committee Chairs.

#### 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: Linda
  - Organizational call recently. Form development in progress. Expect completion within 60 days.

#### 7. New Business: Resolution Policy process review

- 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

**Motion to accept August 6, 2025, SAC Annual meeting report - AR second - Scott. Motion carries.**  
**Motion to Adjourn – Scott, second - Kristen. Motion carries.**

#### Action Item Table:

Responsible	Item	Action	Timing / Status
WG: Linda, Kristen and Tim W.	Procedures Manual/By-Laws/Official Publication standardization	Update/clarify Procedures Manual including linkage with By-Laws and Official Publication. Preliminary review has been conducted. Returned to SAC work on edits. New WG.	Report Annual 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.
WG: Ashlee-Rose, Austin/FASS, Kristen, Dave E., Leah	Business Meeting Guidance	Develop procedure outlining process to agenda for upcoming business meetings	Annual 2026
WG: Linda (lead), Austin/FASS, Kristen	Laboratory Training Proposal Requests	Identify appropriate location within the Procedures Manual	Fall 2025
Ashlee Rose, Dan K. (lead), Leah, Trish, Austin	Resolution Policy process review	Review with respect to member input/amendments during resolution development	Midyear 2026