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Operational Organization and Policies for Feed Analysis Consortium (Approved March 2009; Revised November 2009)

A. Board of Directors Responsibilities and Mode of Operation

The Board of Directors (BOD or the Board) establishes policies and program priorities for the overall operations of the Feed Analysis Consortium (FeedAC), and final decision-making authority rests with the Board. The BOD will elect its officers from among the Board members, establish its mode of operation, and delegate the responsibilities of those reporting directly or indirectly to the Board according to the bylaws. The BOD will conduct meetings in accordance with Robert's Rules of Order, and the number of "yes" and "no" votes on policy and operational decisions will be recorded in the minutes. Minutes of the previous meeting and treasurer's reports will be approved at each subsequent meeting and will serve as the official record of BOD actions. When necessary, policies will be thoroughly reviewed by the appropriate executive committee (described below) and presented to the BOD at least five working days before the BOD meeting for review and approval. Approved policies will be maintained in electronic file and printed format as the Standard Operating Policies of FeedAC.

Communication about policies, priorities, and approved actions will flow from the Board to the chairs of the executive committees, who will communicate them to the chairs of the appropriate standing and ad hoc committees. The Board expects executive, standing, and ad hoc committees to initiate policies, priorities, and actions for Board approval both at the request of the BOD and independently as the committee determines what is needed to meet their responsibilities. In this respect, communication will flow from the standing or ad hoc committees through the appropriate executive committees to the BOD. The Board will monitor operations and program progress by having the executive director and each executive committee chair report their state of progress and future plans to the BOD during monthly conference calls and through the use of e-mail communication (appropriately saved as a part of the permanent FeedAC records), with copies to all concerned individuals and other meetings. Standing committees will be appointed by the BOD in consultation with the appropriate executive committee, and ad hoc committees may be created and defined as needed by action of the Board with responsibility to report to a designated executive committee or directly to the BOD.

B. Executive Director

The responsibilities and duties of the executive director will be carried out by an independent contractor who will report to the Operations and Programs Executive Committee. The primary responsibilities of the executive director are to implement the policies and programs of the BOD, facilitate executive committee activities, and provide coordination of activities among the various committees. The executive director will serve as an ex officio member of all executive committees to facilitate coordination among the various executive committees.

(More detail will be added when the contract for administrative services is developed by the Operations Executive Committee and approved by the BOD.)

C. Executive Committees

The purpose of executive committees (Exec Com) of the BOD is to provide recommendations to the Board and implement approved actions by the Board (in conjunction with the executive director) for the specific scope of activities defined for each committee. In the FeedAC bylaws, these committees are referred to as "committees of directors" under Article VIII, section 1, and for the purposes of this document, executive committees are the same as committees of directors.

It is the expectation of the BOD that the primary work of the Board will be delegated to and accomplished by the appropriate Exec Com. Chairs of the Exec Com will use a standard template that defines the policy or plan requiring Board action, the purpose and scope of the policy or plan, and the implementation needed to execute the policy or plan. Timelines, priorities, and actions will be developed by the appropriate Exec Com in consultation with the appropriate standing or ad hoc committees for modification and final approval by the Board. In their reports to the

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BOD, committees will present recommendations for approval and discussion of alternatives. Membership of Exec Com will be determined by Board action. Each committee will be chaired by a Board member and will be composed of no less than two but no more than four members to provide a small but effective group to efficiently communicate among themselves and accomplish their responsibilities to the Board. Exec Com members will be Board members or persons approved by the Board.

The chair of each Exec Com will report progress and plans at each monthly Board conference call and other meetings as appropriate. Each Exec Com chair is expected to provide a summary report of activities and accomplishments to the FeedAC membership at the annual meeting.

There are eight executive committees as described in the following.

1. Membership and Outreach Executive Committee

Purpose:

To recommend to the BOD membership rights, requirements, and classifications; to report to the BOD on activities and programs to enhance communication of FeedAC's mission and progress; and to acquire new members and(or) retain members

Responsibilities:

- Maintain a constant review of membership and industry needs
- Develop and refine an annual schedule of activities of the committee by the second meeting/conference of the new term of Board members
- Develop plan for the annual meeting
- Develop literature, Web site information, publicity, and outreach activities and initiatives designed to inform members and the general public as necessary
- Develop programs to inform and educate members and disseminate information and data generated by FeedAC activities to the membership
- Identify programs and activities in which FeedAC might participate to generate income or bring additional value to members
- Make sure that all literature, logos, letterheads, and trademarks are consistent with FeedAC's mission

Membership and Interactions:

- Assist the Operations and Programs Exec Comm in determining member needs

2010 Chair: Jonathan Goodson

2010 Members: Gale Bateman, Charlie Sniffen

2. Finance and Budgeting Executive Committee

Purpose:

To provide financial information and budget planning recommendations to the BOD

Responsibilities:

- Develop and refine an annual schedule of activities of the committee by the second meeting/conference of the new term of Board members
- Develop the annual budget and maintain a five-year financial plan
- Develop a funding plan based on membership and sponsorship fees, grants, and contracts to meet the financial goals of the organization

Membership and Interactions:

- Coordinate and evaluate financial information with FASS administrative services to assist the committee in developing financial plans
- The committee is to be chaired by the FeedAC treasurer.

2010 Chair: Dave Taysom

2010 Members: Gale Bateman, Daryl Kleinschmit

3. Operations and Programs Executive Committee

Purpose:

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To make recommendations to the Board regarding organizational and operational structure or execution to enhance ability of FeedAC to achieve its mission

Responsibilities:

- Develop and refine an annual schedule of activities of the committee by the second meeting/conference of the new term of Board members
- Maintain a constant review of all aspects of the organization and its operations to ensure that systems are in place to achieve the goals of the consortium and its members
- Develop and refine annual and three-year program priorities and plans for FeedAC
- Provide orientation to new Board members within the first month of their term
- Annually review the mission, vision, and logo and present to new Board members
- Periodically review and update bylaws and policies
- Ensure that the appropriate records are maintained and accessible to the BOD and FeedAC membership
- Supervise the executive director services contractor

Membership and Interactions:

- The committee is chaired by the FeedAC president.

2010 Chair: Daryl Kleinschmit

2010 Members: Dave Mertens, Rick Grant

4. Feed Sample Acquisition Committee

Purpose:

To recommend to the Board the priority of feeds to be added to the FeedAC database and develop policies and procedures to ensure that samples are collected that represent the diversity of each feed in the database

Responsibilities

- Develop and refine an annual schedule of activities of the committee by the second meeting/conference of the new term of Board members
- Establish priorities for feeds to be included in the FeedAC database
- Maintain an up-to-date standard policy about acquisition of feed samples to ensure that there is accurate representation of each feedstuff in the FeedAC database
- Identify chairs for each Commodity Expert Group and assist chairs in identifying committee members and development of sample-collection protocols
- Develop procedures and policy for the processing, splitting, and distribution of samples by the sample management contractor
- Develop criteria for retention and storage of samples, recommend storage vendor, and monitor storage and discarding of samples collected for the FeedAC database

Membership and Interactions:

- Direct the activities of Commodity Expert Groups responsible for sample collection
- Coordinate with the Database Management Exec Comm to obtain samples that are needed to encompass the full range in variability of a feed
- Supervise the contractor responsible for storage of samples

2010 Chair: Rick Grant

2010 Members: Jonathon Goodson, Dave Mertens

5. Database Management Executive Committee

Purpose:

To provide recommendations to the BOD for FeedAC database content, structure, and function and to provide long-term management of the FeedAC database

Responsibilities:

- Develop and refine an annual schedule of activities of the committee by the second meeting/conference of the new term of Board members
- Monitor policies and procedures for editing and summarizing all data in the FeedAC database
- Determine the feed information to be included in the FeedAC database and the appropriate access of information
- Annually update database as more refined and specific nutrient analyses are developed

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- Oversee procedures for evaluating and editing data from the initial screening samples
- Develop criteria for selecting samples for intensive analysis for inclusion in the FeedAC database
- Develop and recommend standard terminology for feed information stored in the database
- Supervise the contract database manager to ensure that information in the FeedAC database is current, accurate, and representative

Membership and Interactions:

- Coordinate activities with the Sample Acquisition and Analytical Methodology Exec Comm
- Work with FASS programming staff to ensure that database(s) serves FeedAC member needs

2010 Chair: Dave Mertens

2010 Members: Charlie Sniffen, Rick Grant

6. Analytical Methodology Executive Committee

Purpose:

Make recommendations to Board on priorities for analytes to be included, templates for describing analytical procedures, and nomenclature for analytes in the database and ensure that samples selected for intensive analysis are evaluated for relevant analytes

Responsibilities:

- Develop and refine an annual schedule of activities of the committee by the second meeting/conference of the new term of Board members
- Set priorities for nutritional information to be included in the database and monitor the database to ensure completeness of appropriate nutritional information on all samples selected for intensive analysis
- Ensure that methodology and feed analytes are useful for nutritional model development and member needs
- Ensure that criteria are in place for the template describing methods reported in the database
- Determine if the methodology, acronyms, and analytes in the database are appropriate
- Annually evaluate the adequacy of the methodology and analytes as more refined and specific nutrient analyses are developed
- Define the number and analyte of concern for appropriate Analytical Expert Groups, identify a chair, and assist chairs in identifying committee members
- Develop strategies by which results for appropriate methodologies are obtained for all samples selected for intensive analysis

Membership and Interactions:

- Coordinate with Database Management Exec Comm and the contract database manager to ensure the method descriptions and analyte acronyms are appropriate
- Identify chairs of each Analytical Expert Group in collaboration with the Database Management Exec Comm

2010 Chair: Charlie Sniffen

2010 Members: Daryl Kleinschmit, Dave Taysom

7. Nomination Executive Committee

Purpose:

Provide nominations to the BOD for membership and officers

Responsibilities:

- Develop and refine an annual schedule of activities of the committee by the second meeting/conference of the new term of Board members
- Select nominees for the FeedAC Board of Directors
- Select nominees for officers of the Board
- Ensure that nominees are adequately informed about their potential duties and obligations as a member or officer of the Board

Membership and Interactions:

- Interact with Board members, committee chairs, and focus groups to identify potential Board members and officers

2010 Chair: Gale Bateman

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2010 Members: Jonathan Goodson, Dave Taysom

D. Standing Committees

The purpose of standing committees is to provide long-term technical advice and support to the membership and Board of Directors of FeedAC. Expert Groups are standing committees of FeedAC and should have between 5 and 10 members. Members of standing committees will be appointed by and serve at the discretion of the BOD. Members of standing committees must be members of FeedAC, but their service on a standing committee will be accepted in lieu of payment for the years that they serve. Membership on standing committees should rotate so that no individual serves more than three consecutive years. Standing committees may interact with individuals outside of FeedAC to accomplish their responsibilities. The scope and direction of these committees can be modified as needed by Board action according to the bylaws.

1. Analytical Expert Groups

Purpose:

To define and develop standard methods for nutritional information that will be collected on the samples selected for intensive analysis. These Expert Groups will report to the Analytical Methodology Executive Committee and be organized by area of nutritional information needed or analytical expertise such as dry matter, protein, fiber, starch, kinetics, etc.

Responsibilities:

- In consultation with the chair of the Analytical Methodology Executive Committee, develop and refine an annual schedule of activities of the committee within the first two months of the new term of the FeedAC Board of Directors with timelines for completion of standardized methods
- Develop a strategy for identifying the appropriate nutritional information for the database, the methods needed to collect the information, and acronyms for unique description of analytes for each alternative method
- Provide semiannual progress and planning reports to the chair of the Analytical Methodology Executive Committee, who will report to the BOD

Membership and Interactions:

- The Analytical Methodology Executive Committee oversees and coordinates the work of Analytical Expert Groups
- Interact with appropriate Exec Com to ensure that samples are processed and stored correctly, desired nutritional information is collected and edited accurately, and methods are recorded properly in the FeedAC database

Chair:

The work of these Analytical Expert Groups would be directed by a chairperson to be designated by the Board as recommended by the chair of the Analytical Methodology Executive Committee.

It is suggested that some of these groups, as currently identified on the FeedAC Web site, be eliminated or redefined to better complement the new executive committee structure, such as Data Management, Database Nutrient Array, Metabolism, and Sample Acquisition, Processing, and Splitting committees. The Analytical Methodology Executive Committee will oversee this process and make a recommendation to the BOD.

2. Commodity Expert Groups

Purpose:

Provide expertise in the collection of samples that capture the variation in nutritional value of a commodity that must be in the FeedAC database and identify special uses or characteristics of the commodity that warrant the collection of specific nutritional information. These Focus Groups will report to the Feed Sample Acquisition Executive Committee and be organized by feed commodity or ingredient type. The Board will activate these groups as needed to meet the priorities for feed information determined by the Feed Sample Acquisition Executive Committee.

Responsibilities:

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- In consultation with the chair of the Feed Sample Acquisition Executive Committee, develop and refine an annual schedule of activities of the committee within the first two months of the new term of the FeedAC Board of Directors with timelines for collecting samples
- Identify sources of variation for the feed type and develop a strategy for collecting samples that encompass the desired variation
- Feed Sample Acquisition Executive Committee will provide the Commodity Group with the FeedAC Policy for Selecting Samples and suggested templates for development of specific sample-collection protocols
- Provide semiannual progress and planning reports to the chair of the Feed Sample Acquisition Executive Committee, who will report to the BOD

Membership and Interactions:

- The Feed Sample Acquisition Executive Committee oversees and coordinates the work of Commodity Expert Groups
- Interact with appropriate Exec Com to ensure that samples are collected that provide the variation needed in the FeedAC database

Chair:

The work of these Commodity Expert Groups would be directed by a chairperson to be designated by the Board as recommended by the chair of the Feed Sample Acquisition Executive Committee.

E. Ad Hoc Committees

The purpose of ad hoc committees is to provide advice and support to the membership and Board of Directors of FeedAC on specific topics that are crucial to the FeedAC mission. These committees will be created according to the bylaws by the Board of Directors as needed and will report to one of the executive committees that will be designated by the BOD or directly to the Board itself.