

Governance Concept Survey

Please rate how important each of the following attributes are to a governance structure:

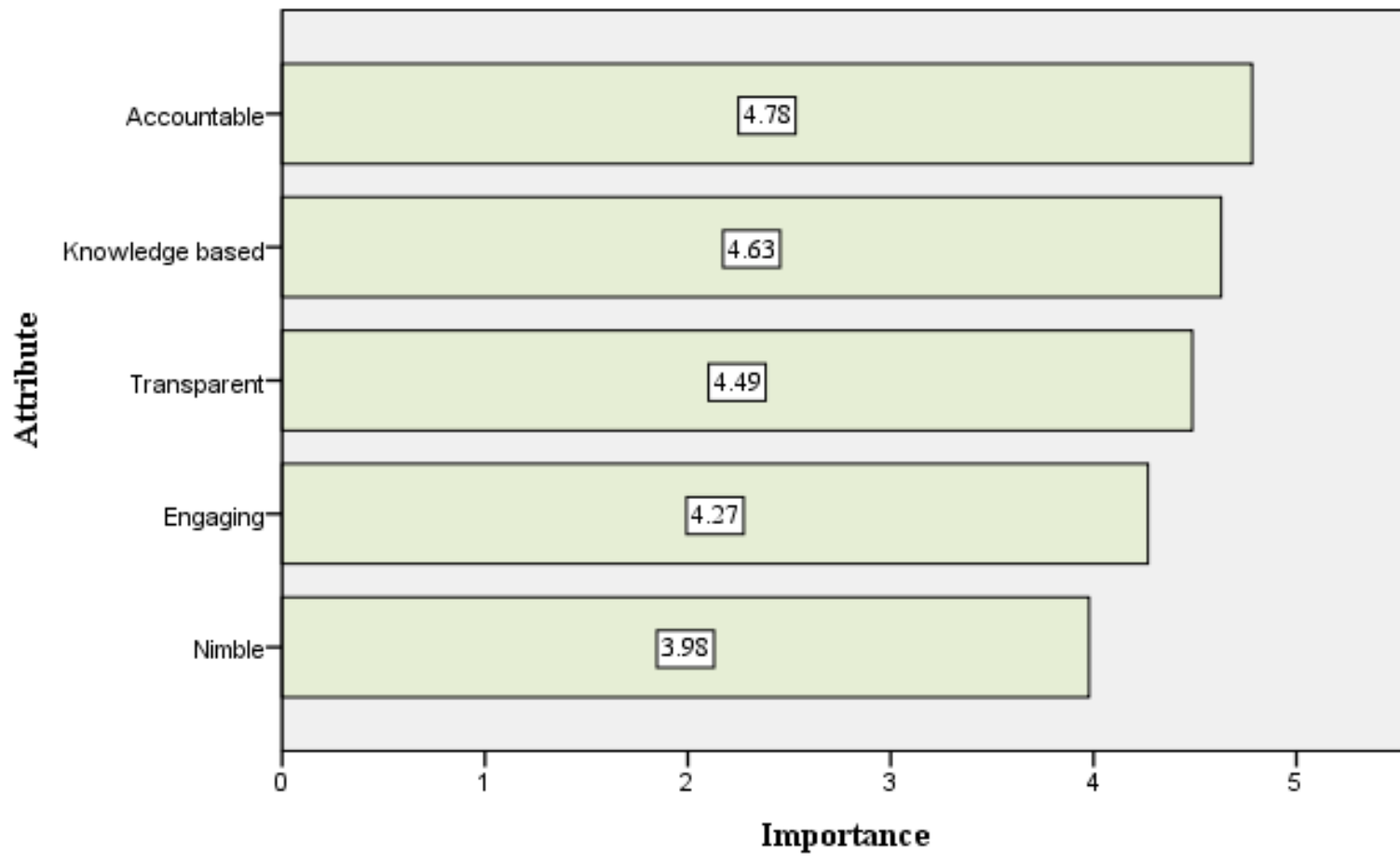
		Transparent	Nimble	Engaging	Accountable	Knowledge based
Extremely Important	%	58.9%	30.3%	43.5%	80.8%	67.9%
	N	132	67	97	181	152
Very Important	%	32.1%	38.9%	40.4%	16.5%	27.2%
	N	72	86	90	37	61
Top Two Box	%	91.1%	69.2%	83.9%	97.3%	95.1%
	N	204	153	187	218	213
Somewhat Important	%	7.6%	29.0%	15.7%	2.7%	4.9%
	N	17	64	35	6	11
Not Very Important	%	1.3%	1.8%	.4%	.0%	.0%
	N	3	4	1	0	0
Not At All Important	%	.0%	.0%	.0%	.0%	.0%
	N	0	0	0	0	0
Total	%	100.0%	100.0%	100.0%	100.0%	100.0%
	N	224	221	223	224	224

Please rate how important each of the following attributes are to a governance structure:

	Mean
Transparent	4.49
Nimble	3.98
Engaging	4.27
Accountable	4.78
Knowledge based	4.63

Please rate how important each of the following attributes are to a governance structure:

Average Rating



**How much of an improvement do you feel each Model is over
the current governance structure of the AVMA?**

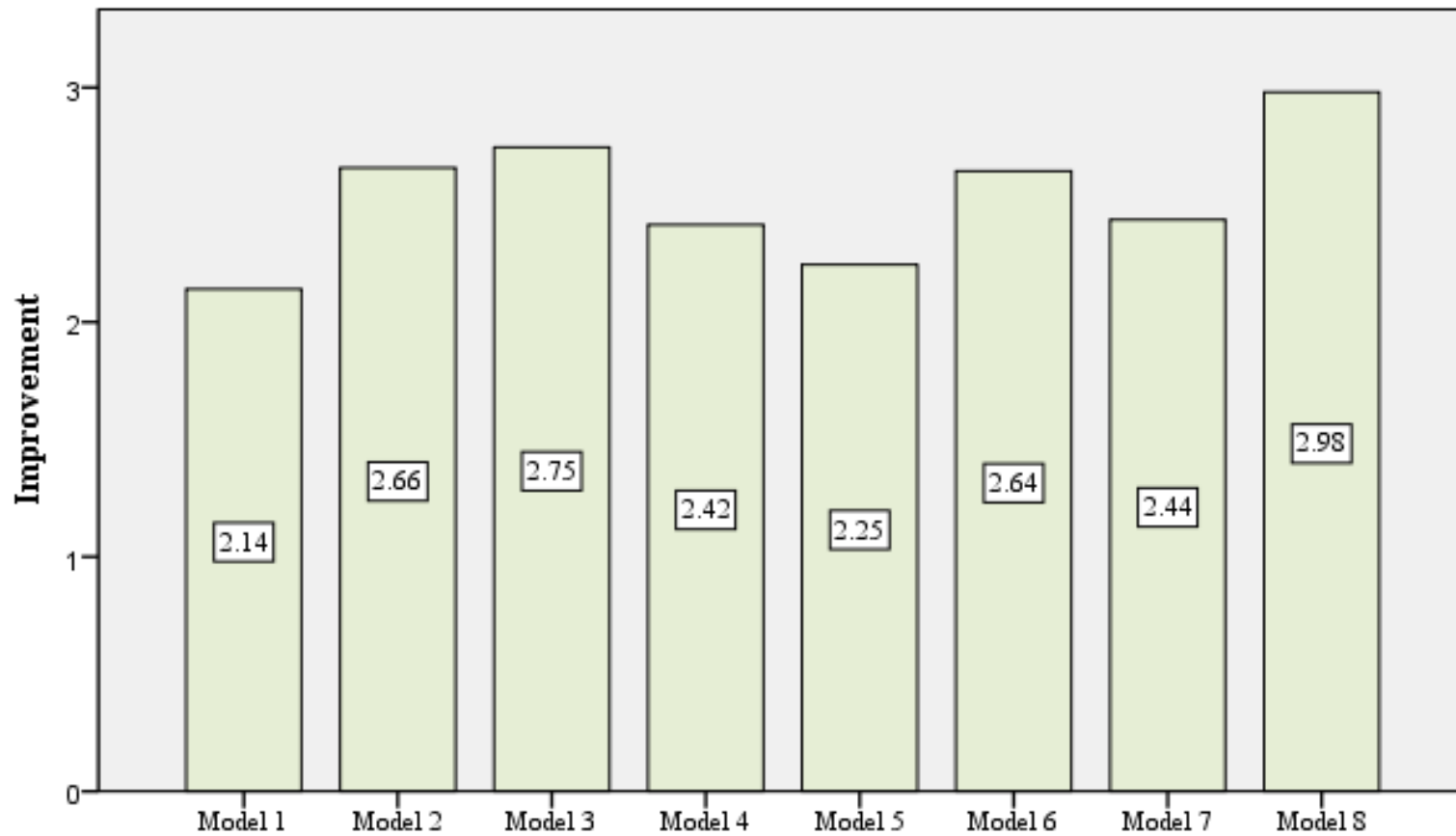
		Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Extremely Improved	%	.0%	10.1%	10.8%	1.3%	2.0%	7.4%	1.3%	14.9%
	N	0	16	17	2	3	11	2	23
Very Improved	%	6.4%	20.3%	17.8%	11.7%	10.6%	12.1%	15.9%	23.4%
	N	10	32	28	18	16	18	24	36
Top Two Box	%	6.4%	30.4%	28.7%	13.0%	12.6%	19.5%	17.2%	38.3%
	N	10	48	45	20	19	29	26	59
Somewhat Improved	%	30.1%	20.3%	28.7%	35.1%	25.8%	34.9%	29.8%	26.0%
	N	47	32	45	54	39	52	45	40
Not Very Improved	%	34.6%	24.1%	20.4%	31.2%	33.1%	28.9%	31.1%	16.2%
	N	54	38	32	48	50	43	47	25
Not At All Improved	%	28.8%	25.3%	22.3%	20.8%	28.5%	16.8%	21.9%	19.5%
	N	45	40	35	32	43	25	33	30
Total	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	N	156	158	157	154	151	149	151	154

**How much of an improvement do you feel each Model is over
the current governance structure of the AVMA?**

	Mean
Model 1	2.14
Model 2	2.66
Model 3	2.75
Model 4	2.42
Model 5	2.25
Model 6	2.64
Model 7	2.44
Model 8	2.98

How much of an improvement do you feel each Model is over the current governance structure of the AVMA?

Mean



Are you a veterinarian or studying to be a veterinarian?

	%	N
Yes	97.7%	167
No	2.3%	4
Total	100.0%	171

Are you a member of the AVMA or SAVMA?

	%	N
AVMA Member	74.7%	124
SAVMA Member	24.7%	41
Not a member of either association	.6%	1
Total	100.0%	166

Which of the following best describes your professional activity:

	%	N
Companion animal	43.0%	71
Veterinary Student	24.2%	40
Mixed animal	7.3%	12
College or university	5.5%	9
Non Profit Association	3.6%	6
Industry	3.6%	6
Uniformed services	2.4%	4
State or local government	2.4%	4
Equine	2.4%	4
Retired	1.2%	2
Federal government	1.2%	2
Food animal	.6%	1
Other (please specify)	2.4%	4
Total	100.0%	165

Do you or did you ever serve as a board member, delegate, alternate delegate, council member, committee member, task force member or are you an employee of the AVMA?

(Multiple Responses Accepted)

	%	N
HOD Member	67.3%	68
Member of Council/Committee/Task Force	33.7%	34
AVMA Staff	10.9%	11
Former HOD Member	5.0%	5
Executive Board Member	5.0%	5
AVMA Officer	4.0%	4
Former Executive Board Member	3.0%	3
Former AVMA Officer	2.0%	2
Other (please specify)	2.0%	2
Total	132.7%	101

Please indicate your age:

	%	N
Under 30	22.9%	38
30 - 39	9.6%	16
40 - 49	15.7%	26
50 - 59	29.5%	49
60 - 69	18.7%	31
70 or older	3.6%	6
Total	100.0%	166

Please indicate your gender:

	%	N
Male	46.7%	78
Female	53.3%	89
Total	100.0%	167

In what state do you live?

	%	N
Alabama	0.6%	1
Alaska	0.0%	0
Arizona	0.6%	1
Arkansas	0.6%	1
California	4.4%	7
Colorado	8.2%	13
Connecticut	1.9%	3
Delaware	0.6%	1
District of Columbia (DC)	0.6%	1
Florida	1.9%	3
Georgia	1.3%	2
Hawaii	1.3%	2
Idaho	2.5%	4
Illinois	8.8%	14
Indiana	5.0%	8
Iowa	0.6%	1
Kansas	3.1%	5
Kentucky	0.6%	1
Louisiana	1.3%	2
Maine	1.3%	2
Maryland	0.6%	1
Massachusetts	1.9%	3
Michigan	5.0%	8
Minnesota	1.3%	2
Mississippi	1.3%	2
Missouri	5.0%	8
Montana	0.0%	0
Nebraska	0.6%	1
Nevada	0.6%	1
New Hampshire	1.3%	2
New Jersey	3.1%	5
New Mexico	0.6%	1
New York	1.9%	3
North Carolina	2.5%	4
North Dakota	0.6%	1
Ohio	2.5%	4
Oklahoma	1.3%	2
Oregon	1.9%	3
Pennsylvania	0.6%	1
Rhode Island	1.3%	2
South Carolina	0.0%	0
South Dakota	1.3%	2

In what state do you live? (continued)

	%	N
Tennessee	0.6%	1
Texas	5.0%	8
Utah	1.9%	3
Vermont	3.8%	6
Virginia	1.9%	3
Washington	1.3%	2
West Virginia	0.6%	1
Wisconsin	1.9%	3
Wyoming	0.0%	0
Outside of US	2.5%	4
<i>answered question</i>		159
<i>skipped question</i>		72

What are the advantages of Conceptual Model 1?

1. -Group of people with final review/oversight -Term limits -Dedication Required to become EB member
2. 1) Delegates are elected by membership directly 2) Some directors are elected at-large 3) Councils and committees remain intact
3. 11 member BOD, BOD elected by HOD, task forces and committees appointed by BOD, councils are appointed by the HOD, present policy determination by the HOD and BOD status quo.
4. 11-members. fiduciary responsibility, BOD has final policy review on deciding how to operate the association in support of the overall policies and goals for the profession set by the HOD. Seven directors are at-large from HOD and officers are elected by general membership. HOD sets policy related to profession and retains other current functions. delegates elected by membership directly. BOD can't veto or ignore HOD resolutions. Task Forces can be appointed by either entity for specific, ad hoc purposes related to their areas of responsibility.
5. A lot of volunteer input to BOD.
6. A minor improvement from the present is that HOD members are elected by membership.
7. A smaller BOD, down to 11 from 15.
8. Allows voice to general membership.
9. Board/Director Elections no longer regional At large elections of officers a plus
10. BOD can no veto HOD resolutions
11. BOD elected by all
12. BOD is accountable to the HOD, which is accountable to their constituents who elected them
13. can make decisions faster
14. Delegate is still elected by state. Being new to the HOD, I am not sure of all the ins and outs. What I have seen so far I like. Yes there is always room for updating as the technology changes and I think we can do this as we go.
15. Direct election of HOD may give some members more of feeling of involvement. Retains Council/committee system for direct member involvement.
16. Direct election of Officers
17. Direct election of officers and HOD delegates. There should be term limits for all elected positions.
18. Directors at large.
19. Do not see them
20. Electing officers
21. Essentially no change
22. final policy determination conflicts may persist
23. general election
24. Get the HOD more involved with the BOD
25. Good size and role for the BOD I like 7 directors at large - current geographical based system does not work, limiting people from some states from ever having the opportunity to be a director.
26. Greater involvement/engagement of the general membership is essential. Although there are a lot of members who would like to become more involved, there is the current perception that the State VMAs and the AVMA are 'hard to crack.' It often feels like the same people and the same ideas dominate the State VMA/ AVMA governance, so new members feel isolated, unheard and unattached. Direct election from the membership may enable our members to feel that they can provide input and take ownership of governance decisions.

What are the advantages of Conceptual Model 1? (continued)

27. Has HOD. Closest to current which has evolved over 100 years with adjustments as needed each year. We finally have something that is equitable and representative. Be cautious with change - especially drastic change.
28. HOD could appoint task forces if needed. However there would have to be a check and balance with EB because of resources needed.
29. HOD elected directly by the membership
30. HOD has more inference, responsibility
31. HOD more say in avma polices and actions
32. HOD remains in existence which is essential fro checks and balances. Office elections by membership is essential.
33. HOD would act as main policy board for veterinary medicine. Eliminates current EB/HOD Strife
34. Hopefully more accountability and transparency through direct elections of BOD officers and HOD delegates.
35. I like 2 representative bodies
36. I do like the opportunities for state reps and allied groups.
37. I like that regular members like me get to elect officers.
38. I like the fact that only one group is setting policy
39. I like the HOD because they represent their segments of our membership. I believe the HOD should have term limits. I would keep the officer and HOD elections as they are.
40. I like the transparency of the new model. I feel like I would know exactly who to talk to if questions arose.
41. I love that SAVMA is still a member of the HOD, I feel this is very important for the future of the profession.
42. I see none.
43. I think more direct member input
44. Inclusion of HOD members in the BOD should allow for the HOD to play a more significant / relevant role in the day to day operation of the organization.
45. It defines who dictates policy, it makes the AVMA more nimble, and improves the current model which I very much like.
46. It is familiar in that it is similar to the current governance structure.
47. Keeps the HOD
48. like that the responsibilities of Councils and Committees are different. Like that many directors are elected by HOD, and officers by general membership.
49. lots of people involved
50. maintains HOD and gives the house more policy authority. it empowers the HOD
51. members have more say in the make-up of the HOD
52. Minimal change from existing model so relatively simple to adopt and implement, esp less political opposition to change. Presents additional opportunity for membership as a whole to participate in governance, by increasing their ability to select their representatives and increasing opportunity for them to personally become members of senior leadership.
53. Model 1 clearly puts the money and policy decisions in the hands of the Board of Directors but has the HOD setting the policy and direction of the organization.
54. Model 1 maintains a true representative body of governing as most would see it. The HOD is the only diverse governing body AVMA has, thus many members feel it is essential as the voice for the mass unlike the BOD which its ""elected"" members are still from by most accounts are hand-picked or at least groomed to take their positions.

What are the advantages of Conceptual Model 1? (continued)

55. more democratic
56. More engagement by members by having direct election of HOD delegates by membership.
57. more general member input for officer election
58. N/A
59. No significant change from current model
60. none
61. None
62. None
63. None given that I think inclusion is important even though it may detract from being nimble.
64. None that I can see
65. None that I can see
66. None that I can see over status quo.
67. None.
68. Not much different except for the EB.
69. Not much different than we have now except alternate delegate is mandated to be younger. This is fine except most younger members don't have the time or money it takes to be involved. That is one of the reasons we need them involved. In this model as in our current system, the House of Delegates is a figure head for show because the Board of Directors or Executive Board make all policy despite what the Bylaws state.
70. Not sure
71. Officers and HOD elected by the membership. Policies and goals come from the HOD which should be listening to their electorate.
72. Officers are elected by general membership. Task forces can be appointed by either HOD or BOD. General membership involved in voting of HoD and EB. Not a great change from current situation.
73. Officers are elected by the general membership. Councils are appointed by the HOD. No longer have a House Advisory Committee. 7 "at-large" members from HOD on the BOD
74. officers elected by membership
75. one body has policy making responsibility
76. Only advantageous changes are that HOD delegates and BOD are elected by the general membership.
77. Open access to membership
78. People know it
79. Politically acceptable--minimal change Will be easy to get past HOD as that structure is minimally changed
80. Provides general member input and responsibility
81. Puts more power and decision making in members through HOD.
82. question: HOD elected by membership directly? some states already have direct membership voting
83. retains most of current governance but gives membership more active role in decision process
84. Retains the HOD. Retains geography and constituency as valid bases for representation.
85. retains the house of delegates and clarifies the role of all of the entities.
86. Roles/responsibilities defined, maybe need to be clearer though. Involves general membership in elections.

What are the advantages of Conceptual Model 1? (continued)

87. similar to current structure
88. Similar to current structure Diversity of input due to large # of leaders
89. Similar to current system.
90. Similar to what we have
91. Small size of board helps improve speed and efficiency.
92. Smaller Board of Directors Good membership involvement in governance of this membership organization.
93. Someone is elected?
94. Sounds insignificantly different from current structure
95. Strategic and policy decisions by the HOD should mandate the BODs actions as the HOD is closer to the membership.
96. Student involvement and voting in the house of delegates.
97. Student still integrated directly into HOD and indirectly into BOD; direct elections
98. Students are involved in the House of Delegates as voting members
99. Students still have a say in the policies of AVMA
100. The BOD can't veto or ignore direct HOD resolutions
101. the council/committee format sounds good.
102. The HOD appoint the councils; BOD appoints the Committees. This seems to be a sharing of power
103. The students are still involved as a voting party in the House of Delegates; easy transition to the new system
104. There are checks and balances in place, and the general membership has the opportunity to vote for members of the HOD and officers. Task forces can be appointed and formed at any time. SAVMA continues to provide input and feedback to the HOD.
105. There are none!! Does not do what needs to be done.
106. This governance model appears to be largely the same as the existing model. I do not see any advantages to this.
107. This model is the most similar to the current organization, with the advantage of being the most familiar and potentially easiest to implement. It addresses the issue of HOD election without altering the entire structure as much as other models.
108. This plan seems to have a lot of room to be Nimble.
109. This would be easy as it is so similar to the current model
110. transparent
111. Very similar to the current structure.
112. will most likely be well received by the current power structure

What are the disadvantages of Conceptual Model 1?

1. -Lack of student input on the EB
2. 1. By ""direct"" member election of HOD members, the role of the state VMA is reduced. Further the development and election process from within a group of capable, knowledgeable and tested leaders is eliminated. Factions developed within HOD constituent entities can see to it that extreme members are elected to the HOD. This will weaken AVMA politically and also weaken state VMAs as their leadership is questioned and sidelined. 2. AVMA organizational experience is de-emphasized as a qualification for future and higher leadership Addendum: Regarding the question below: There is inherent bias in this question, as it inherently implies the current model is inadequate: How much of an improvement do you feel Conceptual Model 1 is over the current governance structure of the AVMA? Better would have been: Is Model 1 a better, worse or little changed governance structure than the current one?
3. 1) Officers are elected by general membership 2) HOD composition does not change 3) Confusion still exists in regards to HOD policy setting authority
4. 7 members of BOD from HOD . BOD and officers elected by general membership. Need regional input as is now.
5. Although it is nice to involve the membership in the election of delegates, they may not have enough information about the candidates or a willingness to participate in the elections.
6. As a student I believe that having the SAVMA President (even as a non-voting member) is an important aspect of the current AVMA. Our input and ideas can offer a different point of view, probably from a different generation of (soon-to-be) new vets.
7. Basically maintains the HOD as is. The HOD does not contribute now and most likely will not in the future. The HOD drains resources.
8. Bloated good old boy network, slow results Expensive - how much does it cost the association to fly HOD members and spouses, committee members, etc, all over the country for meetings, put them up in expensive hotels, expensive meals, etc? Council and Committee appointments by HOD and BOD perpetuates good old boy network politics rather than competence.
9. By general membership voting for delegates how is each area of veterinary medicine represented. It will become a popularity contest, rather than knowledge or expertise based.
10. Can't see how this is an improvement on current system
11. Closest to current system
12. Clunky
13. Conflict between HOD and EB(BOD--don't change the name) not resolved. EB and HOD politics not resolved. EB membership restricted to prior HOD members. How does this impact relationship between AVMA and state VMAs? Currently, delegations represent the state VMAs. If general membership votes for HoD, will that be AVMA membership or state VMA membership? The constituencies of AVMA and State VMAs are not identical? Not a great change from current situation.
14. delegates are elected by the membership and they may not know enough about the candidate
15. Direct election is not a good choice. I don't see how smaller constituents i.e. small state associations or allied groups will have any input
16. Direct election of president, press-elect and vice president may result in these positions regularly being filled from candidates from larger states or practice categories.
17. Direct elections for officers and at large board members will allow large states to dominate the organization.
18. does away with current districts and may unfairly allow larger vma's to control direction of association
19. Does not increase transparency or member input

What are the disadvantages of Conceptual Model 1? (continued)

20. Does not materially change the current HOD which, in my opinion, is not efficient, nimble, or cost effective. Does not reduce current number of committees and councils. 30+ are too many to service and there are too many redundant issues between them.
21. Doesn't guarantee HOD will be responsive to the membership and will remain unattentive to needs of membership and will not reflect membership.
22. Doesn't seem all that different from current model in terms of make-up. I'd like to see a smaller HOD to help keep costs down and make it a more nimble group.
23. Don't think we can direct how state VMA's chose their delegates, although turnover should be encouraged...maybe term limits? (I thought we tried this already....)
24. Election by general membership taking states out of AVMA engagement.
25. Elections by general membership can get very cumbersome. I can envision large constituents controlling the organization with this model
26. Elections may not get much attention for positions.
27. Elections rarely select the most competent people
28. Eliminate HOD because..too slow in todays society.
29. Essentially the same
30. EXACTLY THE SAME as what we have now. The system is broken, why would we want this model? No student and/or recent graduate involvement directly specified; no way to ensure all parties are represented; no ability to prevent the current issues that have already developed.
31. final policy review and oversight, and other functions similar to current Executive Board (EB). Councils are appointed by HOD and are responsible for proposing policies that affect the profession as a whole.
32. For those calling for drastic changes, this will not provide as much change as that group would like; there may be calls for another organizational change or backlash if the change is ""not enough"" after implementation.
33. general elections are costly/ removing state VMA's rep. will lesson state involvment in AVMA.
34. good ol boys network is expanded
35. group think may set in, less representative of entire profession
36. Hard to have a shared power base of governance. Too close to what exists now. Having general membership elections for officers I think would be limiting as to who could run in terms of the money and time necessary to run that kind of campaign
37. HOD has no change. Minimal change. Not nimble or efficient.
38. HOD cannot meet as frequently as the smaller body.
39. HOD elected by general membership = they don't represent constituent state Associations. They don't know the nominees.
40. HOD election by general membership as stated is confusing and makes no sense. This is a state VMA task. None state VMA members are at a disadvantage but can vote for AVMA officers directly
41. HOD election by the membership would be 100x the time consuming effort for candidates we see going on now. state associations should select their delegates by a uniform fair system.
42. HOD is distinct disadvantage. A HOD is not collectively informed, nimble, transparent or knowledge based sufficiently to provide organizational direction or complex policy review in major issues. Policy formulation is an incremental, studied, drafted, reviewed, and finalization process - best done through advisory bodies to a single Board. The HOD delegates represent constituencies and thus -- think locally for the most part, ie, what benefits their constituency. The HOD is structurally and politically unable to think globally, ie provide direction on goals integral to the AVMA 20/20 vision: national social responsibility; globalization; diversity; organizational culture. Also, having directors at large on the BOD from the HOD, is illogical. These directors cannot serve in both bodies.

What are the disadvantages of Conceptual Model 1? (continued)

43. HOD is slow to move. May bog the system down. Not sure what elected from the membership. That occurs in our state
44. HOD is too large, expensive and a paper tiger. No real role in new era
45. HOD should have term limits - 6 years.
46. How many members are going to give their input to this survey? Also-- this model does not really address the current perception of a power struggle between the AVMA EB and HOD when it comes to policy making.
47. I am not sure what is meant by HOD delegates are elected by ""membership directly"". Currently, the delegates from our state are elected by the members of our state VMA. Does this mean that the delegates from each individual state would be elected by all 82,000 members of the AVMA residing in all 50 states? This does not sound either nimble or knowledgeable to me.
48. I can't support a model that has a HOD. While in principle, I like the opportunity for members to vote for representatives, I have to wonder how many have a good feel for who they are voting for.
49. I do not think it's a good idea to have the HOD elected by the membership. It reduces the engagement of the state VMAs and allied organizations. Is too similar to what we have now. Would be too bureaucratic. Lacks flexibility and nimbleness. Prefer to have the BOD represented geographically.
50. I don't know if direct election will choose the most knowledgeable people
51. I question how concerned general membership of most states is regarding governance .
52. I see no advantage of having HOD members on the BOD and in fact could have COI, especially since the HOD still exists. There is little change from the current governance structure and what change there is does not accomplish anything.
53. If officers are elected same way as the HOD- by the general membership, there is a good possibility that inexperienced vets will lead and represent the organization. Leading a large organization takes experience!
54. keeps the HOD
55. Lack of student representation on the Board of Directors
56. Limited input by students
57. Maintains the current division of responsibilities among the EB and HOD. Maintains the current confusion of ""who's in charge."" The competition between the two bodies may be lessened because 64% of the BOD members are HOD members.
58. Makes the BOD more bound to the HOD I think this is not as good as the current system so it is worse
59. Many general members may not take the time to become informed or care to vote
60. maybe not the best representation of students
61. Meeting face-to-face is a very large undertaking and can only happen a few times per year. Communication can take awhile between BOD, EB, and HOD.
62. Membership electing HOD members. Is there some program to screen the proposed leaders before coming up for election? Level of commitment of HOD members will become apparent with increased responsibility.
63. Minimal Change. if AVMA is going to address the perceived issues with transparency, relevance and ability to respond to needs quickly, more dramatic organizational changes are needed
64. most members have no idea of duties of BOD and HOD, don't know qualifications of candidates, unfamiliar with problems facing avma
65. Moving more power to HOD makes EB less effective.
66. N/A
67. No appreciable change from status quo. Confusing relationships within AVMA.
68. No change and does not do what needs to be done.
69. no change in HOD

What are the disadvantages of Conceptual Model 1? (continued)

70. No cost saving from elimination of biannual meetings of the HOD
71. No HAC, election of officers and HOD members by the general membership, doesn't change the general structure of governance to create more nimbleness
72. No meaningful strategic change
73. No student voice or student voice represented on the executive board.
74. No term limits.
75. None in my opinion.
76. Not enough staff input. Staff is hired based on qualified skills and we are under-utilizing their talents. It is their job to serve the membership and I would like to see greater staff input on committee and council member selections. HOD not significantly different, no term limits still Slow process for policy
77. not many other changes to the current make-up. perhaps too many cooks in the kitchen.
78. Not much change from current
79. not really a big change from the present model
80. Open elections would lead to only people with both time and resources to campaign that could run and be elected. Limits ability of small states to have an EB member from their state. Councils only reporting to the HOD would limit their effectiveness and definitely slow the ability to take actions on their recommendations.
81. overall little change
82. Removes SAVMA President from seat in BoD, unclear whether AVMA VP preserves student liaison role
83. Representation appears to be generally elected. My State's concerns are not the same as another State's. The population of one area will elect more from that area and my state may not be represented at all.
84. Retains a very large, expensive governing structure.. Electing officers from the general membership will be costly and require time and expense to educate members on candidacies that are rarely contested, and that most members do not care about. EB needs authority and flexibility to make decisions.
85. Running all policies thru HOD is contrary to nimbleness and accountability, as opportunities will be missed. Saying BOD cannot ignore or veto direction given by HOD is contrary to IL Not for Profit Act and responsibility of BOD to be a fiduciary of the organization. HOD appointment of councils is a deterrent to Knowledge-based governance in that HOD election of experts is far more political than EB appointment of experts, weeding out those members who have expertise but not the political inclination or acumen. The confusion of authority between the HOD and EB is problematic.
86. Similar to what we have - too cumbersome
87. so similar to current model.
88. Status quo. Lacks credentialing, member engagement, nimbleness, relevance.
89. Still a very cumbersome model with the House of Delegates unless the size were reduced. Risk having members vote on HOD and Officers without knowledge of capabilities, preparation, or dedication of these groups.
90. Still has the confusing/redundant roles of HOD vs BOD as current system.
91. still too much power in BOD
92. Student input is removed!
93. Students absent from the Executive Board, as is the Vice President
94. Students are not involved in the executive board.
95. Students need more of a voice
96. Students not directly involved with BOD; decreased transparency.
97. The allowance of the BOD to have final oversight. This must be monitored.

What are the disadvantages of Conceptual Model 1? (continued)

98. The constituent organization should decide how to select their Delegates. The BOD should have a 2/3 vote to veto a HOD resolution.
99. The general membership election of HOD would be difficult for the AVMA if they have to determine the who in the represented constituent groups are members and then design/distribute those ballots. If it is just a general HOD election, that would be simpler, but could allow for many constituent groups being left out, which is the opposite effect of what the Task Force's intention.
100. The general membership has limited knowledge of the competency of the directors they would vote on. The present weakness of the AVMA is that HOD does not get involved enough to really understand and know the issues and this model would perpetuate that problem.
101. The HOD is not needed. While this model is a step forward in the election process, it is a step backwards for the AVMA as a whole. It does not enhance the functionality of the HOD, and may slow down the AVMA's responsiveness if all the policies related to the veterinary profession need to be generate and reviewed by the HOD. The experts on the Councils and Committees currently work on such policies and these when thought to be controversial to the profession can then be referred to the HOD.
102. The SAVMA president no longer sits on the Executive board; The role of the Vice President is no longer available - students have no vote on the board
103. The smaller groups will be ignored. It will completely favor small animal veterinarians interests over every other group. The body will be potentially controlled by a well organized minority.
104. There is no student representative at the meetings.
105. There is no Vice President, which I feel is very detrimental. It is also a disadvantage to not have SAVMA as a member of the executive board.
106. This model appears to remain the same. Remaining the same will not improve engagement and nimbleness. It will not increase efficiency or allow the Association to remain relevant.
107. This model keeps the same inefficient council and committee structure. I am ready to sunset the HOD.
108. This model requires more participation from general membership than current model; I wonder how many will take the time to become informed and vote. It is not clear if there will be the current level of discussion that occurs between the district caucuses, reference committees and HOD.
109. This plan seems to be very time consuming and thus not very efficient.
110. To expect the general membership to elect officers presupposes a much higher level of interest than is now the case.
111. too complex
112. Too much bureaucracy.
113. Too much like the current system & still has dual ownership of policy making which leads to continued conflict without clear role responsibilities. This system doesn't get rid of the political favoritism that currently exists which limits opportunities for leadership by more members. This system seems to assume conflict right from the start with the statement that the ""BOD can't veto or ignore HOD resolutions that give strategic direction to the BOD"". HOD continues to exist at great expense to the AVMA when other more efficient means of governance are available these days.
114. Too much responsibility to people who are suffuicently invested to manage it. Unwieldy and not nimble. Where does the authority of the HOD come from? The organizations aren't, after all, our members, and they've got other fish to fry.
115. Topic-specific knowledge and expertise may be diluted by additional layers of representative government. Infrequency of meetings of HOD, since that body is ultimately responsible for setting professional policies, may negatively impact ability for organization to respond to needs in timely fashion. Ultimate decision-making body is too large. Expensive. Vulnerable to political influence--larger states, election campaign resources.

What are the disadvantages of Conceptual Model 1? (continued)

116. Voting by members to elect officers would lack direct knowledge of their current positions on matters facing AVMA. BOD Could find itself with a very unbalanced representation.
117. Voting for delegates may be cumbersome and political.
118. voting for each hod. councils can still work on issues but hod can alter their work
119. What are the roles of BOD and HOD? SAVMA input on BOD? Why is BOD smaller?
120. What would make up the BOD?
121. Why is there no election for the HOD?

What are the advantages of Conceptual Model 2?

1. 1) BOD identified as policy controlling entity 2) BOD composition mixed with at-large members
2. Absolutely none
3. Allows everyone to have an opinion noted.
4. Allows for increased transparency and member engagement in the AVMA. More streamlined for policy making and therefore more adaptable and responsive.
5. Attempts to streamline policy process. Creation of Advisory Committees could have merit to streamline policy decisions and decrease redundancy across existing Councils and Committees.
6. Balanced representation of membership.
7. Better member involvement
8. Board comprised of areas of specialty represented - not districts; more input from the membership directly; students still directly involved with the Board
9. BOD composition is mix of practice areas, geography, and at-large members is one advantage allowing certain expertise to manage the AVMA according to what is better for the profession. Members and stakeholders provide own input on what is going on in AVMA is another advantage.
10. BOD is a set to be a mix of practice areas, geography, and at-large members.
11. COE, GHLIT, and PLIT and Foundation are trusts
12. COE, GHLIT, PLIT, and AVMF are trusts and kept separate from the reorganization.
13. Competency-based leadership, retains geographic and professional category balance, more nimble, high member engagement.
14. Concept of COE as trust needs further exploration. If done for perception, realize GHLIT and PLIT are trusts but I believe members consider them as one and the same as any other part of AVMA and do not consider them separate. The COE operates autonomously, but is linked in the budgeting and staffing process. What's the purpose? Enhances engagement by pulling in member input thru advisory committees throughout the year and on all issues, rather than accessing that broad input on a limited number of items at two fixed times of the year via 136 representatives who may have a representative for rather than of perspective.
15. Cost effective.
16. Cost Saving?
17. diverse viewpoints, streamlined model. Room for many advisors
18. Don't know
19. Drops the HOD which will hopefully save money
20. ease of mtg by email
21. Easier for smaller group to make decisions.
22. easier to react and get things done
23. Eliminate HOD
24. eliminates HOD
25. eliminates HOD greater membership input eliminates officers?
26. Eliminates HOD with its associated cost and confusion.
27. Eliminates the cumbersome and expensive HOD. Separates the COE, PLIT, GHLIT, and Foundation from direct control by the AVMA.
28. Eliminates the resource-draining, ineffective HOD. Makes the COE a Trust, which would eliminate the majority of related criticism.
29. Elimination of HOD, nimble and transparent
30. Elimination of the HOD has the potential to free up large amounts of AVMA resources (financial and staff) in favor of more targeted decision making groups.

What are the advantages of Conceptual Model 2? (continued)

31. expand member input promote competency-based governance. 15-member Board of Directors (BOD) is responsible for managing the business of AVMA BOD composition is a mix of practice areas (including CAVM), geography and at-large members. Advisory committees of 10-15 persons provide input to BOD with its members selected by selection committees. The Council on Education, GHLIT, PLIT and American Veterinary Medical Foundation are trusts. Members and stakeholders provide virtual input on policy development, strategic planning and other key decisions.
32. Focused on member input.
33. Gets rid of HOD
34. Gets rid of HOD and ideally streamlines processes.
35. Gets rid of some of the old fashioned institutions: a house of delegates, officers Seems like I could have more input
36. good for identifying right people for input, more nimble, increased membership involvement.
37. Good idea, as long as allied and other groups are identified. The flow charts seem to be productive (linear and clear), although it could be perceived that the opportunity for checks and controls is limited. I would trust that there would be mechanisms within various groups to address the checks and controls, and this would facilitate a nimble response that would not be grid-locked, as is possible with the current AVMA structure. I disagree with 6 years as being too long to hold a position. This duration permits some continuity of culture and knowledge, although the Sharepoint documentation can take care of some of this. What is probably more important are the established relationships that are possible with longer terms, and the potential for trust and confidence to permit candid discussions with varying points of view.
38. Having the BOD be a mix of practice areas, geography and "at large" Engages more of the membership
39. High level of student involvement - "Expertise" Areas
40. HOD ceases. Advisory committees good. BOD composition good but too broad.
41. HOD does use a large portion of AVMA funding to meet in person. Instead of totally doing away with the HOD they could meet virtually.
42. I am excited about competency-based governance (which will inevitably ensure that I no longer have a direct voice in AVMA governance/HOD), but it is the right move. Virtual input is essential (and we should have a more active HOD year round. The lack of virtual communication in between meetings is evidence that we are not doing our job).
43. I do not see any
44. I don't see any advantages
45. I like the ability to have greater input as a general member. A House of Delegates is an outdated vehicle to pretend to have regional representation--I am glad to see it eliminated.
46. I like the change in BoD to allow for at-large membership I think the Standing Advisory committee idea is great - just don't get too many of them and 15 is too large; 10 should be max. Eliminates HoD and its inherent costs, inefficiencies, ineffectiveness. Members with input on policy development and strategic initiatives is good and critical going forward Rightfully leaves the Trusts, AVMF, and CoE alone
47. I think ensuring a practice area and geographical representation is important.
48. Improved efficiency RETains diversity of geography and professional expertise at the BOD level
49. inclusive
50. Increased member input, streamlined decision making
51. Independence of COE BOD would be competency based More nimble model with out the HOD
52. Less bureaucracy
53. Less bureaucracy, diversity in BOD.

What are the advantages of Conceptual Model 2? (continued)

54. Less expense with fewer HOD members.
55. Like that members have input in numerous points in the process. This model seems to be a bit easier to understand to an "outsider."
56. Looks to be efficient, economical to operate, and exclusive to members who have proven themselves knowledgeable at a national level.
57. Lot's of member involvement!
58. LOVE that students are involved in the Board of Directors. I love that the decisions making is more streamlined. I also feel it is beneficial to remove the HOD, but I doubt this will happen since the HOD are the ones voting on this.
59. Mix of representation on the BOD, No HOD, strategic planning is key to moving forward. Opportunity for members to engage
60. Money will be saved by eliminating the HOD 15 member BOD may be better representation
61. more direct member input
62. more input from members via advisory committees; no HOD
63. More nimble Much greater use of staff = qualified and trained individuals No HOD No Officers! No VP! (good things) Vehicle for general membership input
64. More nimble than existing governance structure. Attempts to focus more attention/resources on knowledge-based decision-making. More opportunity for input from membership.
65. More nimble. However in the past decade, AVMA has become far more nimble within the current structure.
66. More opportunity for student involvement!
67. More streamlined, able to get things accomplished quicker.
68. More streamlined, better opportunities to educate board
69. Mostly save money by reducing the number of people involved.
70. Much better member engagement and voice. Creates a more transparent and nimble association. Greatly improved use of resources.
71. Narrowing decision making process to one entity (BOD) is much more efficient and logical. Advisory committees should continue the opportunities for member involvement. Hopefully there would be ways to ensure representation of all aspects of the profession on those committees (as appropriate for that committee's focus).
72. No advantages
73. No HOD
74. No HOD New mix of BOD members with opportunities for at-large directors, including practice areas. I like the COE, Insurance Trusts, and AVMF represented as separate trusts. I see Strategic Planning as one of the duties of the BOD, however an ad hoc Strategic Planning committee makes good sense every 3 years. I think the process used in the last 2012-2015 Plan update worked very well. I like the 15 member size and makeup of the BOD.
75. No HOD. Member and stakeholder input. Advisory committees. BOD composition is better.
76. No HOD. No HOD. No HOD. Representation of "areas of interest" on the EB.
77. none
78. None
79. None
80. None over status quo.
81. None. Too drastic.
82. One decision making body is a plus. Improves efficiency and ability to react in more timely ways
83. only advantage is moving the COE away from the current executive board
84. Potential for increased membership input with the association of student's input

What are the advantages of Conceptual Model 2?

85. Probably a more nimble group due to the much smaller size. Allows for direct input from stakeholders/members.
86. Promoting competency-based governance BOD composition mixed
87. Reduced costs
88. reduces top-heaviness
89. Save money?
90. Saves money
91. Seems much more nimble. Like that students are involved on the BOD.
92. Smaller decision-making pool will make changes easier to be accomplished.
93. smaller governing body
94. smaller group
95. strategic planning committee
96. streamlined
97. Streamlined. Input from various stakeholders provided.
98. streamlines process
99. Streamlines the AVMA - eliminates bloat
100. Streamlining may seem important and it is but....
101. Student is involved in the meetings, not just the AVMA Vice President. Input from membership in many different points. General membership involved in many different levels. More transparent to membership
102. Students are directly involved with the board of directors.
103. Students specifically involved in the Board of Directors.
104. The advantages of this model include a mix of individuals representing the geographical spread of practice locations. The issues faced in the various areas of the United States will vary and an opinion sought from different perspectives is imperative to determining appropriate solutions.
105. The BOD is the single decision maker and is responsible to the membership ultimately. Policy is a membership responsibility, and should be managed/formulated by expert competency based committees and approved by the BOD. No HOD is advantage.
106. There seems to be more input from more people which is a good thing.
107. very nimble
108. Very small leadership group. Quick and nimble. Great model for an ideological faction that might hope to drive the AVMA in a particular ideological direction.
109. Very small number of members would be nimble
110. Very streamline and nimble.
111. Virtual input by members...if they want involvement.
112. While this model markedly decreases the costs associated with the HOD, this is a very top heavy model with all control given to 15 people.
113. Would probably be very nimble as it appears very small

What are the disadvantages of Conceptual Model 2?

1. 1. Concentrates power in a very small number of individuals, making factional highjacking of the organization a higher risk, especially in a profession with highly divergent views of controversial societal issues like animal welfare. Reduces state VMA influence and inter-relationships. ""Competency-basis"" substituted for ""constituency-basis"" reduces representation of constituent organizations. Risks further distancing by some. 2. AVMA organizational experience is de-emphasized as a qualification for future and higher leadership Inherent bias in the below question, as it inherently implies the current model is inadequate: How much of an improvement do you feel Conceptual Model 2 is over the current governance structure of the AVMA? Better would have been: Is Model 2 a better, worse or little changed governance structure than the current one?
2. 1) HOD eliminated 2) Who selects the selection committee?
3. 15 member BoD may be too large.
4. A 15 member BOD is larger than needed and may in fact decrease the efficiency of the board rather than increase it.
5. A dramatic difference in the depth of representation. This might risk under-representation by some constituent groups due to their size. I would suggest that the COE become a stand alone 501 C-3, like the NBVME did many years ago and be totally independent from the AVMA.
6. A key function AVMA serves is a ""Unifying"" function for the profession; ie., unifying other veterinary organizations. This model does not specifically show how unification would be accomplished. Other models show that committees advisory the BOD would include reps from various regions and competency organizations.
7. A permanent strategic planning committee seems inconsistent with efficiency. Board should be thinking and acting strategically on its own without an oversight committee. Not sure about advisory committees and selection committees, they seem like added layers that could possibly be best addressed by appointing task forces as needed vs a permanent structure
8. A very small group of people making very big decisions without dialogue. I do want to be in the US senate or deal with its issues. I want my representative of my state or allied group to represent me with input from members.
9. Advisory Committees do not meet frequently enough. Unclear as to who would be on selection committee and how they would select Advisory Committee members. Unclear as to how many Advisory Committees there would be and how they would be aligned. Too many groups feed into the BOD and communication flow could be a challenge. 6 year term for BOD members is too long.
10. An essential governance element of any professional organization is to establish a structure that maintains a balance of power between the governing bodies. AVMA's current structure with an Executive Board, a House of Delegates and the Judicial Council has maintained that balance very effectively for many decades. I consider Conceptual Model 2 totally unacceptable because all governing power is concentrated in a Board of Directors and if adopted would create a significant potential for bylaw changes, policy decisions and dues structure that are not in the best interest of the membership. It is absolutely essential to have an organizational structure that maintains a balance of power.
11. are enough checks and balances/oversight provided. While member input is emphasized, member control over direction and action is minimal
12. Assumes members will be active and educated
13. AVMF 501c3 charitable status is preferred to trust. Fixed designation of seats on BOD may limit participation by the most competent, by limiting the number of eligible openings to serve at any point in time
14. big board

What are the disadvantages of Conceptual Model 2? (continued)

15. Big change not having a House of Delegates.
16. BOD selected by committee and not general membership
17. BOD too large.
18. centralization of all decisions with no member input
19. COE becomes a trust
20. COE trust offers no apparent advantage and may be inappropriate.
21. Concern that there is no mention of what to do with the other programmatic entities---would make COE a ""trust,"" but what about CVTEA, ABVS, and ECFVG---all of which certify, accredit, or approve....all of which are programmatic. Also, are trusts only accountable to the President...it seems like the model implied that is the case. If that is true, wouldn't it be preferable to have an accrediting entity responsible to more than one person?
22. Confusing relationships within AVMA structure.
23. Could be rather inbred
24. Decreased chances for people to be involved. The Selection Committee could be very political and ""create"" a leadership that favored one particular goal or objective. Heavily dependent on membership engagement - how do we make sure that happens?
25. Dependent upon members engaging and that is always a struggle
26. discription talks about ""competency-based goverance"", but I don't see where that happens. BOD does not have companion animals listed as a section(?)
27. Eliminating HOD
28. Eliminating the HOD may remove some important voices. Needs to be a way to ensure gender and age diversity on BOD, unlike current model.
29. General membership contribution is limited to and contingent upon their facility with the computer and interest in the business of the AVMA. The AVMA governance may become much less diverse because participation depends on ""who you know"".
30. Gives more power to AVMA staff and is not clear how leaders would be identified, trained, and promoted.
31. Has the potential to develop policy by ""polling.
32. Having only 4 geographic representatives not very ""representative"". I would prefer no ""at-large"", and have 9 regions. It is very impressive with our current system to have our EB member at our state meetings. This has to make a positive impression on members and make them feel represented. That couldn't happen with 4 geographic reps. Also, companion animal isn't listed among the 6 specific areas - seems strange not to have the largest component of members listed. The assumption is that most of the geographic reps will be companion animal, but that isn't guaranteed.
33. HOD existence is essential for checks and balances. There is too much distribution of power to EB and probably AVMA staff to formulate policy, althugh that is never admitted.
34. How are members of these advisory committees selected? This model has the potential to become a more concentrated source of AVMA power and therefore be less ""responsive"" to member input without oversight from a large HOD-like body. For example, if an Advisory Committee is focused on one specific issue, the benefit of the HOD is to seek input/oversight from other areas of the profession who may not be on that Committee. Ultimately, then, it becomes to responsibility sole-ly of the BOD to provide this oversight.
35. How are small committees of 10-15 people going to know who the knowledgeable individuals in each area are?

What are the disadvantages of Conceptual Model 2? (continued)

36. How do you identify selection committee?, More demand on BOD members, tough sell for the major changes, hard to explain, unclear on how many advisory committees, voting on at large BOD member could be skewed to the larger states, general membership election of officers.
37. How many committees? How are the committees structured? Members and stakeholders providing input... already so?
38. How many standing advisory committees will exist with this model? It isn't clear who will have responsibility of certain key areas of policy and AVMA advocacy efforts. Who will perform the day to day review of all activities with the potential to impact the profession? Greater member input has the potential to slow down all processes if the input is not facilitated appropriately.
39. I do not see how this increases involvement. Major Decisions are made by very few people.
40. I don't understand how the Council of Education is a trust. it has no monetary interests
41. I would prefer more direct member input.
42. Inadequate member input.
43. Inequitable voting
44. It relies heavily on the assumption that the group will get enough feedback from members/stakeholders to make decisions. I'm not sure that a group that small will be able to adequately represent the profession in our country. Also, there is a great potential for cronyism given that a small group of people apparently will be in charge of selecting the decision-makers.
45. Lack of broad representation of membership.
46. Lack of HOD may limit connections and conduit for information from AVMA to state VMA's and other allied groups.. ""Selection Committee"" may be too powerful in determining participation and direction for AVMA at a national level.
47. Limits discussion and transparency. Limits input from membership to those who ample free time to sit in front of computer.
48. Lose input from individual states and allied organizations as well as direct liason to members
49. Loss of house of delegates
50. may be cumbersome, but allows for CAVM to be represented.
51. Maybe power is too concentrated in BOD.
52. Membership may feel disenfranchised due to absence of HOD
53. Must have a HOD to represent the members
54. N/A
55. need 2 bodies of power. Don't know how a 15 member board can represent geographic areas and all the practice areas comprehensively.
56. Needs a balance of power check for BOD – will the membership and the Advisory Committees have means to reverse, veto, or otherwise balance the BOD's proposed actions?
57. No checks and balance on the Board of Directors. The old HOD may not get the chance to make policy but it sure complains when the Executive Board does something we don't like. With this model the members of the BOD elected from geographical areas are spread to thin. The geographical areas need to be smaller and the BOD needs to have more seats.
58. No common meeting ground for different advisory committees to learn from one another or be exposed to other committees findings.
59. no HOD
60. no HOD
61. No HOD
62. no HOD, may remove accessibility to BOD

What are the disadvantages of Conceptual Model 2? (continued)

63. No HOD.
64. no HOD. concentrates power
65. No HOD. This does not allow for a wide representation of professional members from across the country and puts "power" if you will in the hands of a few. Will enough general members provide virtual input on a regular basis?
66. No HOD. Virtual input is no input. No way to manage, follow-up, monitor. Too easy to manipulate. Too hard to hold AVMA staff accountable.
67. No House of Delegates - no overarching governing body and may become disjointed;
68. No input/representation from individual VMAs
69. None
70. Not better than current system. It abolishes HOD which is a great think tank with years and years of institutional memory.
71. Not many
72. Not sure how Advisory Committees meet or process for input is to be done.
73. Not sure how officers and BOD members are selected. Is there consideration of how the EB Chair is chosen - either still open election, or should one of the publicly elected officers be EB chair as an understood role of that office? Just throwing out options.
74. Old members with no free vacations on AVMA dime every 6 mod
75. Policy needs input from a larger group.
76. Politically difficult to adopt--HOD eliminated. Possible politicalization of selection committee (significant power center)? Unclear as to focus/nature of proposed advisory committees? Some substantial areas of expertise missing from proposed expertise-designated areas of BOD (companion animal? laboratory animal? zoo/wildlife?) Participation on Board of Directors will be limited to those who can afford a full-time volunteer job. Managing direct member input may or may not be challenging?
77. Power to make policy and act on it is concentrated among too few people- fewer than one person per state- not to mention practice areas.
78. power too concentrated for this large of an organization
79. Requires multiple elections. Heavier work load on BOD.
80. Retains geographic representation on the BOD. This seems to foster or recognize competition between the geographic regions. Geography does not contribute to strategic or policy differences so geographic representation is not necessary.
81. Seems like election of BOD complicated--should be streamlined Easier to have 3 from geographic regions and 7 at large
82. selection committee and advisory committees limit input from membership. could easily become a select few running the AVMA. question how easy for new/younger members to become involved. HOD variety of members>input missing
83. Selection committee could just clone themselves. Policy-decision making in too few hands No HOD would mean state and allied groups would have no direct input to national association. Officers role in organization chart and how elected is not mentioned.
84. Selection committees need a pool of people from which to select advisory committees. From where do these candidates come? How to avoid friends of the selection committee being the ones appointed? We would be back where we started! Member and stakeholder input-how is that going to be accomplished?
85. Selection committees select advisory committees - no state input.
86. Severely reduces participation. I feel it is important that each state have a direct voice in the governance of the AVMA.

What are the disadvantages of Conceptual Model 2? (continued)

87. smaller group - easier when people have a position to get their ideas - virtual input (as maybe you can tell by your survey) doesn't always elicit the best response.
88. Smaller group reduces transparency, limits decision making to a more elite type group
89. smaller vma's are at a disadvantage, larger states would have more ability to direct association in manner they desire
90. sometimes face to face meetings are better. Anonymity by email can make for arduous ""letter writers
91. Squeaky wheel / special interests within the profession can have a major impact on decision making. BOD may appear to not be responsive to members unless they provide background for all decisions.
92. State VMA's not included which, to me, is a huge mistake
93. still have committees selected - are you really getting a fairer picture of the general membership
94. Still seems convoluted and less nimble.
95. The BOD is too large. There is much less membership involvement.
96. The voice of the individual veterinarian will be lost, and decisions will be left in the hands of a few. Less democratic and less inclusive.
97. There is possibly too much member involvement here. How many individuals are involved at this time? Is that because we have no time, expect our delegates to do this, or no interest? If only a few items are of concern, this could work. If not, I think many people will be overwhelmed and won't be involved at all. Thus leaving the governing to the few.
98. There seems to be less regulation than with other plans which may run into unforeseen problems.
99. There would seem to be a complete detachment of state and allied organizations. Even member participation would be affected.
100. Too dependant on general membership for input
101. Too little input from my perspective.. I think that there would be discontent due to no involvement.
102. too much power by small number of individuals. members have no knowledge of qualifications of candidates. no oversight by diverse HOD
103. Too much power in selection committee. Virtual input is too unreliable to base governance on at this time. A large number of older members will be disenfranchised. It is hard to judge policy issues without real time debate.
104. Too much power in the hands of too few. Too much dependence on virtual input. There is no House of Delegates. Mass virtual input will be unpredictable, unreliable, and will not necessarily result in better decision making. (e.g. raw food resolution and associated blogs) Too many committees-too many layers. Selection committees select advisory committees? I foresee friction between the BOD and the Advisory Committees.
105. Too vague. Too much power in the hands of too few people.
106. Virtual Discussion Groups could become very time-involving. Posting opinions, as done to date with the POE and AWC policies, with selected Webinars or time-limited opportunities for sharing ideas/education/updates is likely to be more focused and effective than what I am (perhaps wrongly) perceiving as open-ended online chats.
107. Virtual input will disengage membership. With election of this magnitude the weight goes to the large states. May not get younger people involved.
108. where does the BOD resource for new leadership?
109. Where is the nominating committee's authority come from? Committees wind up being standing without portfolios of work and meeting way too often - heavy staff burden. Relative disenfranchisement of companion animal practitioners and their perspectives. .
110. While more streamlined, may become alienated from general membership and make for adversarial events and appear non transparent. I do not like this one.
111. Who is on the selection committee? Loss of diverse input provided by the HOD

What are the disadvantages of Conceptual Model 2? (continued)

112. will be difficult to unwind the HOD traditions
113. With decreased member being elected to attend national meeting there could be an actual decrease in member input because people won't visit AVMA website and surveys.
114. without face to face input on issues, the avma will become a virtual community and lose the sense of professional community.
115. Worried about nonmembers ie stakeholders influence on policy
116. You have lost the body which speaks for the members.
117. You tell us that you are disappointed by the poor response regarding the proposed changes from the general membership; to not have a HOD would distance the leadership from the general members, not narrow the gap. Our general members rely on the few who are willing to devote their time to serving on the HOD. The time spent in the HOD is training for the leadership roles. At least currently the general member is being advised by their HOD representative.

What are the advantages of Conceptual Model 3?

1. 1. Very small leadership group. Quick and nimble. Great model for an ideological faction that might hope to drive the AVMA in a particular ideological direction.
2. 1) EB has at-large members
3. All Committies should be temporary; more nimble.
4. Allows for broad range of member input to be reviewed and distilled by committees.
5. Allows for decreased costs associated with a full HOD, but has limits as a small group will be selecting those that represent all members.
6. Allows for what may appear to allow more member input directly to the body that makes decisions.
7. Allows others outside of just the AVMA to help make decisions regarding the SAVMA organization.
8. Also gets rid of house of delegates and seems to let me have greater input
9. at present one of the advantages of the HOD is input from the grass roots. this model uses that idea as leadership council.
10. Best competency model for all entities. Very nimble plan. LC would provide excellent expertise. Supercouncils an interesting option.
11. Compared to other new models, it includes opportunities for general membership input in addition to self-directed computer participation. There is a lot of flexibility. It is the one model that includes SAVMA. Economical to run
12. Cost effective.
13. Cost saving
14. costs savings
15. Credentialed volunteers (merit-based), high member engagement, very nimble
16. Decrease cost to AVMA through elimination of HOD.
17. Diverse leadership.
18. Diversity of EB, the concept of leadership councils is intriguing and having more virtual interaction is important in our busy society to get younger veterinarians engaged. No HOD
19. Drops the HOD which will save money. Smaller Executive board would function faster.
20. Eliminates HOD. Allows for staff input
21. Eliminates the cumbersome and expensive HOD. Appears to have sources for input from a wide section of the profession.
22. Eliminates the HOD
23. Eliminates the HOD. Eliminates geographic representation on the EB.
24. eliminates VP and HOD more electronic networking
25. Engagement of staff-- they are amazing, very knowledgeable and a HUGE asset to the AVMA! Competency based= great.
26. Good member input. Skill sets select leadership.
27. Good size EB with at-large members - excellent. Leadership Council idea is great and 5 is a good number, linked to our strategic goals - excellent. A Leadership Identification Committee is a great idea because we need to more carefully evaluate candidates than we current do for committees and councils. Leadership Councils of 7 members is a good size with liaisons to staff and staff support. Good mechanism for member input.
28. Greatly streamlined over existing model. Focused on knowledge-based decisions (competency based model) Directly responsive to strategic goals/objectives of association. Increased opportunity for interest-focused involvement by more members. Access to financial resources may allow more creativity and more timely response to needs by Leadership Councils.
29. Helps the EB get leaders so better than 2 in that respect - smaller board so even more streamline
30. I do not see any
31. I don't see any

What are the advantages of Conceptual Model 3? (continued)

32. I greatly appreciate the action of the AVMA in respect to the continued communication with students. As a student having the SAVMA President sitting in on an important meeting that will influence my future makes me feel that the AVMA is genuinely considered about my future role in the AVMA.
33. I like the concept of the Leadership Councils for strategic areas. Smaller and more nimble.
34. I like the idea of leadership councils.
35. I like this model a lot! Like that SAVMA president is on EB and the way the other members of EB are selected. Like that Leadership ID Committee is elected by membership and that Leadership Councils relate to the five strategy areas. REALLY like past president as Board Chair....uses the insights president gained.
36. I really like that this model includes input from strategic areas (leadership councils) and at large members rather than just from regions of the country. I think this helps ensure participation from different aspects of veterinary medicine and allows you to hear from a wider variety of people. Even without a HOD, this can be a way to get the views of the general membership. I also really like that SAVMA is involved in this model- if you are looking to develop an organization that looks to the future, allowing the students who are the future of our profession to have a voice seems to be a great benefit.
37. I really like the idea of virtual communication.
38. I think eliminating the House of Delegates and using task forces instead would make the leadership more flexible.
39. Identifies method of general member voting input.
40. Improved efficiency. Clearer channels of responsibility. Retains and perhaps increases opportunities for member involvement.
41. Initially seems to provide a streamlined Executive Board.
42. Interesting idea. I like that the Leadership Identification Committee reduces the work burden for the BOD, and serves as a bit of an external control. The "Additional Commentary" items are good selling points.
43. It seems like in this day and age, the employed staff at AVMA should be more empowered and there should be less importance placed on volunteers. Utilizing virtual meetings and communication is very important for member involvement.
44. Knowledge based -Variety of Input
45. LC members would hopefully be the most competent in their fields. Virtual meetings.
46. LCD are aligned with the strategic areas of importance to the association. Keeping member involvement with the subcommittees and task forces. Task forces with specific goals and short timelines may be more palatable for younger members.
47. Leadership councils is an interesting concept that could be an effective forum for input.
48. Leadership Identification committee is a good idea. Good to have them elected by membership- allows for membership participation but eliminates people "running for office" because they want to be the "Big Cheese". Would be REALLY effective if the Leadership Identification Committee also selected the EB!
49. membership can speak much more directly to the leadership
50. More elections = more general membership involvement
51. More practical approach, seems this was well intended to benefit the future of AVMA. Internet language mentioned.
52. More stream lined
53. More streamline than current model.
54. More student involvement, but as non-voting members. Seems like there is a greater use of technology to tie the group together.

What are the advantages of Conceptual Model 3? (continued)

55. MUCH better than the current system. Improved transparency, accountability, representation, and resource utilization. Great to have the membership elect part of the EB and LCs. Great that there is no HOD.
56. Much clearer lines of authority & responsibility. More streamlined.
57. Nimble
58. Nimble and streamlined! Utilizes staff (the trained professionals) Emphasis on virtual communication no VP! (good thing) No HOD
59. Nimble only because 7 people making the decision! An advantage only if you want a quick decision and don't care what the outcome is. To me there are no advantages to this model.
60. nimble, appropriate people for areas of expertise, new concept that has worked for other organizations
61. no HOD, seems like more input from members
62. No HOD. Increased use of technologic communication.
63. No HOD. LCs.
64. No HOD. Member input representative
65. No HOD. Repeat. Streamlined committee structure if they met less often.
66. none
67. none
68. none
69. None
70. None.
71. one ruling body
72. Responsive.
73. Retains decision making in the hands of relatively small group
74. SAVMA President on EB
75. SAVMA president still at EB table. EB retains its name. EB members continue to be at-large positions, elected by general membership. Treasurer position is retained. Summits/events allow for input of members and personal interaction. The makers of this plan have tried to incorporate the strategic plan into the governance of AVMA.
76. SAVMA president still involved on the board as member
77. Seems like it has to potential for increased membership input and also has direct role for students
78. Singular entity making final policy decisions. Ideas for member input are good.
79. Small Executive Board with at large members.
80. small number of EB members eliminates HOD
81. smaller group of people
82. Smaller, more responsive, good and meaningful member input, nimble and transparent
83. smaller, quicker
84. streamlined
85. Streamlined Less costly structure?
86. Streamlined for more direct involvement of the membership with lots of ways to be involved. Students are directly represented to the EB. The Leadership Councils are broad enough to have easy direction for members to send their problems but specific enough where there is a small amount of overlap.
87. Streamlined process, Leadership Councils provide direction to the Board with direct member input yet remain nimble and efficient. Economically advantages given reliance on virtual input.
88. Streamlining but....??? Direct election by membership for officers is good.
89. Student involvement in the executive board. General membership input considered.
90. Students are involved in the Executive Board. No House of Delegates.
91. students directly involved with the Executive Board

What are the advantages of Conceptual Model 3? (continued)

92. Students specifically involved in the Executive Board
93. The advantage of making these changes is that more veterinarians/veterinary professors/veterinary students from various geographical locations will be recruited for input into AVMA policy making and approval.
94. The decisions are made by a smaller group of people which would help to expedite the voting process.
95. The leadership committee idea seems like a good, solid idea. SAVMA continues to provide input and feedback.
96. This is better---no HOD. Input from informed and experienced advisory board.
97. This is the first model that it not just mentioning a change in the structure, but a change in the method of communication.
98. This looks like a good model, but again is dependant upon general membership input, and not sure that this will happen
99. This model empowers leadership councils which are basically ""super committees"" and would have oversight for policy development in broad areas. Their final policies would have to be BOD approved, but they would be budgeted and empowered to work with staff and recruit the support of task forces and committees as needed, with BOD approval. Again, elimination of the HOD is major advantage. This model can be very nimble and very knowledge based with built in controls by the BOD for the leadership councils to act with staff direction. This is an excellent model concept. Officers are elected by the membership. Role of Leadership Identification Committee, elected by members, is essentially a nominating committee, will be charged to recruit the best, not the political. Excellent membership involvement in policy and via task forces, summits, internet communications.
100. Too drastic. See what is worthy and make modest changes to current structure.
101. Too much power placed in Leadership Identification Committee.
102. use of virtual meetings - will decrease costs
103. Very issue oriented. Leadership Councils can allow collection of expert opinion to advise EB and Staff. member input (virtually) can be directed through LC's
104. very nimble, includes more input from general membership
105. Virtual communities are good/ but what do we do to get members to engage in this fashion? On the other hand it forces members to be involved electronically and this could be good for the future.
106. Virtual communities of members providing input to leadership councils enhances engagement, accountability, knowledge base, and transparency. Perhaps even nimbleness as issues are caught early in the process of policy making. Enhances profession's breadth and depth beyond the HOD structure to the profession at large via facilitated mechanisms for virtual input. EB authority for business and policy enhances transparency through simplification, nimbleness, accountability. Leadership identification committee is tremendous idea because it tasks a particular party to scour the profession and find leaders, rather than hoping colleagues will help recruit leaders. Great care should be taken with this entity and its actions should be very transparent. Individuals need to be excellent networkers, inclusive, be provided written criteria for skills of needed volunteers for various roles. Must avoid consolidation of power and control via this LIC. Creating leadership councils around strategic plan is likely very constructive however additional core entities will be needed. See below. This model has some gaps and more refinement is needed, but it appears to be a good scaffold from which to work.
107. What are the five officer positions - Pres, Pres-E, Past Pres, Vice Pres, and ??EB Chair or Treasurer? Does the President come from ascension through officer roles > VP to P-E, to President to Past Pres? I like the Leadership Councils idea. No HOD Member input continuously available to LCs

What are the disadvantages of Conceptual Model 3?

1. 1. Concentrates power in a very small number of individuals, making factional highjacking of the organization a higher risk, especially in a profession with highly divergent views of controversial societal issues like animal welfare. Reduces state VMA influence and inter-relationships. Inherent bias in the below question, as it inherently implies the current model is inadequate: How much of an improvement do you feel Conceptual Model 3 is over the current governance structure of the AVMA? Better would have been: Is Model 3 a better, worse or little changed governance structure than the current one?
2. 1) What are the strategic areas councils would represent? 2) Four EB positions are non-voting 3) How will the general membership choose seven members for the leadership identification committee? 4) No HOD
3. 7 voting people making final decisions for the AVMA. Really? How does this open things up to the membership? LIC voted upon by general membership--goodbye small state involvement. LIC would be very political.
4. Again no HOD will distance the leadership from the general members, the majority of whom have very little idea of what goes on in the ""hallowed halls"".
5. Again the internet is good for communication and information transmission but a poor substitute for impassioned debate.
6. again, i think the voices of the majority will be lost - sadly that is what happens when you narrow the voting pool.
7. All general membership election avenues favor AVMA members from states with large membership. The composition of LC's very dependent on ""who you know"" once the large states have chosen the seven members.
8. Allowing LC to have subcommittees scares me unless these would be a subset of the existing LC members. LC should rely on TF and virtual communities - not more standing subcommittees, otherwise we will end up with 30 standing entities.
9. An essential governance element of any professional organization is to establish a structure that maintains a balance of power between the governing bodies. AVMA's current structure with an Executive Board, a House of Delegates and the Judicial Council has maintained that balance very effectively for many decades. I consider Conceptual Model 3 totally unacceptable because all governing power is concentrated in the Executive Board and if adopted would create a significant potential for bylaw changes, policy decisions and a dues structure that are not in the best interest of the membership. It is absolutely essential to have an organizational structure that maintains a balance of power.
10. appears to allow AVMA staff too much influence over respective areas of focus. No checks and balances in policy making process
11. Better than 2, but I still fear that there will be a loss of person to person interaction that the HOD provides. This model may also tend to be self selecting over time, more so than the current model
12. BIG CHANGES are hard to sell - especially no HOD!
13. Buries transparency in layers of small decision making groups. The general membership really doesn't know who to choose
14. Complicated.
15. Concentration of power in 7 people who choose ""leaders
16. Concerned as before of who would get elected. The views may not be representative of the membership. HOD is also a buffer.
17. Cumbersome selection process for Leadership Councils. No mention of Council on Education, GHLIT, AVMF, PLIT and State and Allied Organizations
18. Cumbersome structure.

What are the disadvantages of Conceptual Model 3? (continued)

19. decisions being made by a few
20. Difficult to have general membership make educated vote for national position unless they are seriously involved which isn't many DVMs.
21. Don't know
22. Don't like selection of ""leaders"" by few e.g. leadership identification committee and will
23. Don't like that students are a non-voting voice
24. EB members are chosen by the membership Unclear as to what the At Large members would represent (geography, practice type)? Unsure how Leadership Councils would be ""connected"" to ensure they weren't working on overlapping projects/issues. Unclear as to how the LIC would be selected and what the criteria would be for selecting members of the Leadership Councils. LIC could be very ""political"". I don't see a role here for state VMAs and allied groups.
25. Election by general membership is of concern. I question again the involvement and general concern of the membership.
26. Election of EB--would prefer these members be selected by the Leadership Identification Committee.
27. Fewer members involved in the governance. Current constituent organizations will have no or very little involvement and contributions to the organization.
28. From experience even at school, I know how hard it can be to get feedback from members via the internet- you would need to make a definite effort to get people involved is this was going to be a major way you will be reaching out to the general membership. I could also see how this structure could become difficult to work with since there is so much input from so many different groups.
29. funneling of at large membership issues - appears that things can be ignored too easily LC members with AVMA leadership experience - that is a small pool of people and allows career AVMA jobs?? too much like politics
30. General election of board has some logistical issues with resources needed to run and could center too much influence in larger states.
31. HOD for balance of power is essential. Concept is complicated and the Leadership Councils will be shaped by strategic plans which vary with time. Jack be Nimble but disadvantages outweigh the advantage.
32. how would new leaders emerge? what opportunity would the LIC have to actually see these leaders in action? will these leaders be experts in their areas or leaders who are innovative and inspiring? very few people excel in both areas. our councils have great expertise, but not always the best at understanding governance or forward thinking. virtual input is difficult for groups larger than 10-15 people. look how many people have critically looked at the governance models. i think general membership input is best done via personal communication where one person asks another what they think, explain the options and see the responses. internet communication doesnt always give you the answers you need.
33. How would this model assure more representation for and recognition of younger and more female members for leadership positions?
34. I am not sure about how the EB is elected? I like geographical representation
35. I feel that each state needs a voice in governance of the AVMA. Internet communication is not a substitute for a delegate.
36. I feel that the lack of a House of Delegates could prove detrimental to continued participation of AVMA members through the years.
37. I just can't envision general membership elections as being effective
38. I like this model-- I think the biggest disadvantage would be implementation and gaining buy in from membership.

What are the disadvantages of Conceptual Model 3? (continued)

39. I would think the treasurer would be in a position to make good decisions and should be able to vote.
40. I'm not sure what a virtual community is - does that mean leadership councils will replace committees and meet/solicit input from membership online? It seems like there are an awful lot of committees and other groups, and I don't see an easy way for membership to be more involved or share their opinions.
41. In general, I don't like the 'elected by membership'. My state has fewer individuals than other states and I would be under-represented.
42. In the diagram it doesn't look like the EB approves the budget?
43. Is no HOD, no general representation; HOD needed as general membership input, HOD can be a virtual community, and only meet once a year in person, and 3 other times virtually. Alternate, can only go physically the year first appointed, and then after that only to virtual meetings unless delegate cannot attend.
44. It abolishes HOD. Big mistake. Reliance on internet communications as a major component is not an effective way to exchange ideas. Collegial face-to-face discourse is the best way to get things done.
45. It is not clear to me where the "trusts", convention, etc. fit in. The concerns about LIC disconnection from membership, lack of clarity in decision, cherry picking officers, political concerns, etc. are legitimate concerns that may prevent effective action.
46. Lack of a broad representative body such as HOD may or may not diminish communication and a liaison role with state VMA's and other allied groups
47. Lack of broad representation of membership.
48. LC has a great deal of influence – needs to be accountable to the membership and have clear means for external elimination of political agendas (if created) from poisoning the system.
49. LC members selected by LIC, not elected by general members.
50. Leadership identification committee members may or may not have background/experience that permits them to judge qualifications of those they would appoint to expert bodies (i.e., does the number of years in AVMA leadership serve as appropriate qualification to determine whether someone is expert in R&D?). BOD may or may not be reflective of diversity of profession. Potential substantial leadership shift with different iterations of strategic plan--how to transition? Major change--difficult sell Management of core competencies as compared with strategic competencies--approach not clear. Potential for Leadership Identification Committee to be powerful and political. May concentrate EB power in hands of larger states/constituencies?
51. Leadership Identification has a lot of power - where is the check to keep them from controlling the AVMA? Lots of work placed on staff support.
52. Less likely to be knowledge based as too much power in hands of general members who could easily tilt votes on an issue.
53. Less representation everywhere
54. Less student input Membership input less direct
55. Lose the representation by state. Small states would get lost and most likely have much less representation.
56. Loses all formal connection between state VMAs, allied organizations, and AVMA. One of the reasons our AVMA is so strong is because of this connection. This plan risks fragmentation of our profession. Too much reliance on internet communication. Personal interaction, and the opportunity to get to know and work with others, is too important to eliminate from organizational model. Too much power in the hands of too few (EB). I don't like the Leadership Identification Committee idea.
57. Loss of HOD may disenfranchise some members. Would require members to put forth effort to be well informed.
58. N/A

What are the disadvantages of Conceptual Model 3? (continued)

59. Need more membership input and many more members involved.
60. No designation of makeup of the EB at large members. Not enough LC for the scope of work AVMA does. Leadership Identification Committee sounds good but could be the same established volunteers we have now-how is that to be avoided?
61. no HOD
62. No HOD
63. No HOD
64. no HOD, which is important to retain
65. No HOD; general members not represented by a number of professionals. Super councils-will they work?
66. No HOD. The EB, HOD, and Councils are the heart and soul of the membership.
67. No HOD. Lose geographical representation.
68. No house of delegate; a loss of feeling of general representation
69. No house of delegates - no overarching governing body of the membership; strategic bodies may become disjointed
70. No input provided by a broader base. IE- as current HOD structure allows.
71. No state input. Too much power in the Leadership Identification Committee with no checks and balances. What happens with accreditation of veterinary colleges?
72. None
73. None that I see. Specific roles and processes need to be fleshed out.
74. not many
75. Officers elected by EB. Complicated budgeting. Possible to get too many candidates.
76. Only 7 members of leadership Identification committee choosing all members for Leadership Councils How do they have connection to the states an Allied Organizations and how can they know the leaders like the states or Allied Groups can?
77. Only 7 voting members of the EB, officers elected by vote of onlt 7 EB members, big demand of EB members, need one area responsible for finances/budget, tough sell to HOD due to new complexities, membership elections give advantage to large states.
78. Only four EB members elected by the membership. Where do the five officers come from?
79. Oversight/Checks and Balances are not as apparent Is power of EB too concentrated?
80. Path for information to flow from the general membership to the EB is may become cumbersome.
81. Perhaps too much change. How often do the LC change focus with the strategic plan?
82. power in hands of very small number of members. generalmembership has no clue, no interest in many if not most of problemrs facing profession. no oversight of bod actions.
83. rather nebulous... doesn't seem concrete and could be misdirected.
84. Represents significant change. Relies on a LIC that may not be accountable to the profession.
85. SAVMA president and treasurer = non-voting
86. SAVMA President is non-voting member on the EB. Students cannot have a say in matters if cannot vote on decisions important in this profession.
87. Seems complicated but not sure
88. Selection process does not ensure professional diversity on BOD. Lose connection with state VMAs, leadership could be entirely companion animal focused. BOD should retain fiduciary responsibility of all budgets.
89. Seven voting members of Executive Board are too few - too easy to manipulate or campaign to achieve a majority vote. Not sure that 6 leadership councils are enough to encompass all of the breadth of issues that are managed by the AVMA.

What are the disadvantages of Conceptual Model 3? (continued)

90. Small states will lose representation. Leadership Identification Committee will have too much power. I like membership to be the one voting on LC members.
91. Smaller EB would distance them from membership. Cost and time of election of officers.
92. Somewhat too political with the LIC.
93. Still needs work, but good start
94. structure appears to be too convoluted
95. Student involvement is as a non-voting member. Student opinions are just as important as older veterinarian opinions.
96. Student voice is present, but not as a voting member. There are over 10,000 students in SAVMA, and we are the future of the profession. Our ideas should be heard and have impact.
97. Students are non-voting members of the Executive Board
98. Students are non-voting members of the executive board.
99. Students are non-voting members.
100. Students need a vote, otherwise why be involved. -Ability to separate ""passion"" expertise with best decision for profession as a whole? -Too large of a board
101. Students will not have any voting privileges without a house of delegates
102. The SAVMA President doesn't have a vote. Students as the future of the profession should have a vote on issues affecting the future of the profession.
103. The whole super committee bothers me- I don't how this encourages more input
104. This model also assumes that a small select group of AVMA members know and can identify from a pool of 83,000 members who should be making policy and determining how best the AVMA should interact with non-veterinarians. What will be the face of AVMA and will there be any place for those not in companion animal medicine?
105. too complicated advisory method
106. Too confusing to read. Getting rid of HOD but to be replaced by LC that are appointed by LIC (whom are elected). Again, really, too much power in the hands of too few people.
107. Too confusing. Limits input from membership.
108. Too many LC members and too many meetings - heavy staff responsibility for meager work output. Challenge to populate the committees with a diverse group of volunteers. Still difficult to engage the wider membership, give them a chance to get involved. Too few meetings of the EB to do their job.
109. Too many non-voting EB members
110. Too much power to make policy and act on it among too few people. Assumes an engaged membership- which we know isn't necessarily the case!
111. Treasurer should be an officer--the role is of this importance. LC limited only to strategic plan goal areas will result in gaps of coverage of issues. Will need LC's in addition to those centered on strategic plan to handle diversity of issues that require rapid turn around and continuity of knowledge base inclusive of staff. Creation of TF and budgeting of funds should be done with authorization of EB, not autonomously, as coordination of financial and staff resources, and in concert with the strategic plan, is important for organizational health. Requirement of immediate past pres to become board chair sounds presumptive and stagnant. Need to see more emphasis on member and market research being part of the issue identification paradigm. Virtual member input to LC's needs to be more apparent. I don't understand the distinction in role between the officers and the EB. EB has fiduciary obligation to ensure outcomes/relevance of organization. EB chair not part of role of officers seems like a big disconnect.
112. Very few disadvantages

What are the disadvantages of Conceptual Model 3? (continued)

113. Very small number of individuals would hold a lot of power without much check and balance. State VMA not involved --- a lot of experience lost and loss of AVMA interest by state VMA's
114. When ever general membership is involved you really mean a few members will be involved. How many members respond to a call to contact their congressman? A few people can have a big influence and not always for the good of AVMA
115. Where is the end to all the committees, sub-committees and offshoots of these committees? Do we need a student rep. on our BOD, telling us it's expensive to go to school?
116. Why is the general membership electing the Leadership Identification Committee members? This seems like a more confusing system: the general membership is not electing decision makers, but is electing people they trust to then pick the decision makers? Reminds me of the original purpose of the Electoral College...
117. Will need technologically adept participants and a mix of historical knowledge and recent grads and not sure it is set up to do that with the audience.
118. with 5 LCs I don't see how grass roots ideas can arise through the chain

What are the advantages of Conceptual Model 4?

- 1) The EB is responsible for setting policy
- A "senior" and "junior" representative to the HOD
- Ad hoc advisory committees with experts.
- Ad hoc advisory committees. Having EB members have an area of expertise instead of being geographically chosen.
- Ad hoc committees are great improvement over current structure. Allows for elimination of HOD and HAC.
- again--smaller more active committees
- allows for leadership development clarifies policy making authority i like having vma presidents as part of governance, they have the responsibility to bring forth grass roots feedback as well as bring back avma's actions to members.
- Alternate Delegate is within 15 years of graduation. Helps get younger people involved earlier.
- Alternate Delegate that has recently graduated is EXCELLENT idea Defining EB and HOD responsibilities is crucial.
- Alternate delegates might be much younger.
- Assures input from a younger sub-section of membership.
- attempts to keep youth in assoc.
- Better reflects and allows input from membership. Prevents HOD members from years of simply filling a seat, but not doing any work.
- Blend of knowledge-based and representative governance. More nimble than current model. Increases opportunities for engagement of younger leaders per HOD (not clear, however, how much role HOD actually has). Politically palatable.
- Brings younger people in
- By assigning each member of EB an area of expertise, each member can be better at their one job.
- Change from standing committees to advisory committees comprised of experts and members interested in the subject matter
- Changes the committees and councils to entities that would be inviting to younger members, and encourage involvement by younger members by getting those within 15 years of graduation.
- Clarifies policy making
- Clarifies who is in charge of the direction of the AVMA - the EB. Only a moderate amount of change, will most likely be an easier sell. Recent graduates and students are specifically mentioned in levels of governance; the recent graduate specification in the HOD is a refreshing change.
- Clearly opens participation to younger members.Maybe it should be 10 years not 15
- Councils and committees except COE and CPC would be ad hoc, alternate delegate is within 15 years of graduation.
- Don't know
- EB elected by all members
- EB has ultimate policy making authority. Membership elects officers. Use of ad hoc advisory committees, and less standing committees. HOD should be eliminated....has no policy role, only questionable "social" role.
- Elected officers that are within 15 years of graduation helps to give a voice to recent grauates.
- Elimination of HOD would be more nimble while retaining connection to state VMAs with President's Council, increased member engagement, more nimble.
- Expertise driven volunteer leadership (versus geographical) is an advantage of this model.
- Fluid, able to adapt to current needs of the organization. Can call upon those with necessary expertise to advise EB as needs arise.
- Focused -Fresh -Adaptable

What are the advantages of Conceptual Model 4? (continued)

31. General membership electing officers
32. general membership indirectly responsible for policy each EB member assigned an area of expertise expands delegates into a wider age group
33. getting an ""emerging leader"" as an alternate delegate
34. glad to see general members involved in officer elections
35. has potential to allow individual vma's a voice
36. Has some merit. Close to current model with modest modifications.
37. Having officers elected by the general membership. Engaging emerging leaders by having alternate delegates be within 15 years of graduation. Having ad hoc advisory committees. Having 4 year term limits in HOD.
38. HOD alternate is younger person. expertise of BOD
39. HOD alternate within 15 years of graduation. State VMA President's Council ensures participation by all 50 states. EB members assigned an area of expertise. Are the EB members elected by the general membership based on their area of expertise?
40. HOD meet 1 time a year. HOD members serve on various committees
41. HOD organization. Ad Hoc committees. VMA council, but maintain HOD
42. I like involving the recent graduates in the HOD.
43. I like that I would be able to elect officers otherwise this model does not seem to represent what I consider to be ""change.
44. I like that the alternate delegate is within 15 years of graduation.
45. I like the alternate person is a more recent grad, however do not want to limit interested people from running
46. I like the effort to ensure the participation of recent grads
47. I like the emphasis on more recent grads being involved by requiring the HOD alternate to be within 15 years of graduation (though that's not really a recent grad in my book). This composition sounds like a more nimble group that requires officers to be more engaged in the leadership process.
48. I like the idea of a constituent and associate member President's Council in place of a full HOD, although requiring recent graduate or emerging leader representation (w/i 15 yrs) is important.
49. I like the replacement of the Standing Committees with the Ad Hoc committees in this model. There are so many issues that come and go, continually adding standing committees is how the AVMA becomes cumbersome. I also like having a ""young"" alternate, though I would also be interested in term limits.
50. Identifies concern that many lifer HOD members would be minimized, more power to younger members, and acknowledges that HOD could be obsolete but in the future.
51. If the HOD and HAC are eliminated, then this model reduces cost of running AVMA.
52. Improved transparency by having assigned areas of expertise. Improved flexibility and member input by having ad hoc committees.
53. Inclusion of alternate HOD delegates within 15 years of graduation; this will likely provide for a more accurate representation of practitioners.
54. Increased member engagement and voice
55. Like Presidents' Council idea, replacing HOD with HAC, and officers elected by membership. One policy-making body (with input of an ad-hoc committee that focused on it) makes sense.
56. Lost me with constituent organization. Time limit on alternate delegate OK, but, then everyone varies.
57. Makes HOD advisory to the EB.
58. members assigned in their area of expertise - great idea
59. membership input
60. Membership involvement
61. More efficient

What are the advantages of Conceptual Model 4? (continued)

62. More efficient More nimble
63. More input from the individual state VMA. Change in the alternate delegate would improve input from younger members.
64. More use of adhoc committees a plus.
65. much more fluid of a concept, the membership elects the officers so front line involvement newer members for HOD
66. N/A
67. Nimble...but I do not see any advantages
68. No discernable advantages
69. none
70. none
71. None
72. None
73. None over status quo.
74. None over the current system.
75. none seen.
76. None to speak of.
77. None,
78. None.
79. Not a dramatic change from the current structure. Student involvement present.
80. officer elections
81. Officers are elected by general membership is very good EB responsible for policy is good and eliminates current power struggle with HOD. Having HAC as a standing advisory committee without maintaining the HOD would be a big improvement. A State VMA council would be a big improvement over the current HOD structure Replacing current standing committees and councils with advisory committees with SME's is a good idea.
82. Officers are elected by the general membership. I like the opportunity for state presidents to have a formal connection to AVMA, but many of them are so busy and involved with their state positions that additional duties with AVMA would be unreasonable, unrealistic, and unwise.
83. Officers elected by general membership - members get more say in the executive board positions
84. Officers elected by general membership is good. EB members assigned to oversee a special area of expertise/strategic goal is good. HOD elections at state VMA levels with emphasis on getting younger members involved is good.
85. Officers elected by general membership. Council on Education would continue as a standing committee.
86. Offices are elected by general membership
87. President's Council is an interesting concept as these members are very engaged with their association's issues.
88. Requires contribution by younger veterinarians
89. Retains HOD, encourages new/younger member participation.
90. SAVMA is involved with the Executive Board.
91. Seems to have a built in method for making sure we have people in areas to make decisions about topics they know about
92. Similar enough to current structure/but simplified and streamlined. Would suggest elimination of a LARGE HOD to be replaced by a smaller/streamlined HOD/HAC type group, whether State centered or use a Leadership Council Advisory structure similar to Concept 3
93. Similar to current model but more specific policy making procedures in place.

What are the advantages of Conceptual Model 4? (continued)

94. sounds efficient
 95. Standing committees replaced by committees that are needed for current topics.
 96. State VMA Presidents Council may be useful. Ad hoc advisory committees may have merit
 97. still has HOD but one is younger which is good
 98. Streamlining. Input is by experienced or vetted membership.
 99. Student involvement in executive board. Officer elected by general membership. Each member assigned an expertise area.
 100. Students involved in the BOD.
 101. Students specifically involved in the Executive Board
 102. The alternate age criteria great idea.
 103. The concept of enhancing involvement between AVMA and state and allied executive directors is positive, but needs contemplation.
 104. The election of an alternate that is within 15 years of graduation would include younger members.
 105. The HAC should be eliminated. It duplicates the role of the HOD. Use the VMA President's Council as a voice to added to HOD discussions.
 106. The part I do like in this is the alternate that is within 15 years of graduation. I wished I would have gotten involved earlier instead of later, but also it would have put a heavier burden on me because of my practice situation and raising a family.
 107. The potential of the elimination of the HOD. EB chosen for personal qualities - depending on what those criteria might be.
 108. The use of ""experts"" as advisors assumes such input is superior to a strictly democratic form of input. Still, such input might be useful in highly technical areas
 109. Virtual meetings. Emerging leader as alternate delegate.
 110. Would save money by fewer EB meetings and no HOD. But could EB get work done that is needed? Would AVMA be as engaging and effective?
-

What are the disadvantages of Conceptual Model 4?

1. 1) Ambiguous position of HOD and HAC 2) Officers elected by general membership
2. 15 year matter, not needed. Expand EC by 3 more members geographically
3. A board of directors should have intrinsic qualities: vision, leadership, energy, committment that are unrelated to subject matter expertise or professional roles. If the HOD persists it dissent look very much different from the current structure. The HAC doesn't really represent much of anything at the moment, and carries no responsibility for the organization. To elevate them in their current form would be a mistake.
4. A large EB
5. again, HOD is being eliminated - its just an advisory committee - great but no voting power.
6. Area of expertise positions have failed with council positions resulting in at large positions.
7. Concentrates power in a very small number of individuals. Reduces state VMA influence. Inherent bias in the below question, as it inherently implies the current model is inadequate: How much of an improvement do you feel Conceptual Model 4 is over the current governance structure of the AVMA? Better would have been: Is Model 4 a better, worse or little changed governance structure than the current one?
8. Confusing as to what they are suggesting, where does slate of officers come from for the election? Officers elected by general membership, having alternate delegates, EB would tend to be overpowered and overwhelmed.
9. Continuing to have the HAC. Appears that the HOD members would only be elected by the states which would leave the allied groups out. Having the HOD as only advisory with no ""power"" seems like a waste of time for the members and a waste of money for the AVMA.
10. did not like the within 15 year requirement
11. Didn't look like new graduates (<15 years) don't have input directly as representatives
12. DO younger people have the time to dedicate. Can State VMAs afford increase duties on their president
13. Does not eliminate the HOD and still is cumbersome. No provision for Membership to elect decision makers directly. COE remains under the control of the AVMA and is not allowed to stand on its own.
14. Don't get rid of the HOD - each state needs a direct voice in the governance of AVMA
15. Election by general membership could be cumbersome and costly for candidates. With a president's council, no need to have HOD.
16. Even though the 15 year time limit is a step in the right direction, someone that is 15 years removed from veterinary school does not understand the issues facing current students.
17. General membership elections would be ineffective in my opinion. Continuity of leadership would be jeopardized
18. Hard now for AVMA officers nominees to campaign, how do they reach the whole membership. Too hard to do. It would be a disaster to pick this model and then eliminage the two best parts, the HOD and HAC.
19. HOD could be eliminated
20. HOD elimination is a fundamental flaw - again, the need for checks and balance!!
21. HOD in or out? Uncertain of role of HOD Interesting idea to bfring in emerging leaders but wil lall states and allied groups be able to find an emerging leader who can afford the time and \$\$\$ to make the commitment? Does the Alternate become the delegate or have the opportunity to do so?
22. HOD still present. SAVMA is non-voting.
23. HOD/HAC not definitely eliminated. EB too large. EB members are assigned area of expertise but not selected as such. Ad hocs need experts more than interested members.
24. House is only advisory, no checks and balance
25. I don't like only having subject matter experts and interested members. I think there is a need for common sense input and this would insure little of that

What are the disadvantages of Conceptual Model 4? (continued)

26. i dont see what value there is in making the councils and comm. ad hoc.
27. I would not prescribe an alternate close to graduation. Make some other arrangement fo representing that sector. Also needs to include improved member input through virtual channels.
28. If have presidents council, are state presidents that ""clued in"" to issues. COE and convention planning still as standing committees>trusts
29. If HOD continues as is: not much change.
30. If HOD disbanded, it increases burden of state VMA Presidents who already have a lot on their plates.
31. If HOD is retained should have term limits
32. If you need to have a Board of Governors, than the model is already flawed because you have no faith in the Executive Board to do their jobs effectively. Lots of ambiguity about the HOD and HAC - could be, could not be. This model doesn't take a strong enough stance for change.
33. It could be very difficult for general membership to elect the officers (due to members' lack of available time to review candidates, their knowledge of the elections, and their willingness to particpate). I think there should be more standing committees rather than ad hoc.
34. It will be difficult to run for officer position and campaign to the entire membership, general membership will not take the time to really get to know the candidates.
35. It's the same as it is now
36. Just as cumbersome as current model
37. Just how many AVMA members at large will take the time to become informed and vote. Like many other models, this one reduces input from the majority of members and a few people will be able to control the face of AVMA and what information is given to the public at large.
38. Keep in mind for all these models how we can get more assured participation by more female and younger members.
39. keeps HOD
40. Lack of continuity if no standing committees. State VMA President's Council, might not have enough time to devote to working with AVMA
41. Leaves COE as is and open to uninformed criticism. Maintains HOD.
42. Less student input
43. Little streamling of original, so little cost saving.
44. Maintains geographic representation on the EB. How can EB members be assigned as subject matter experts with expertise based on practice type when the criteria for election is only geographical. Maintains the HOD.
45. Many entities rotate alternate delegate into delegate role. With the 15 year criteria would end up with no delegates with >20 years post-graduation. VMA president's council idea probably not very helpful (at least from my past experience with AAHA Council of 100).
46. May be seen as ""not enough change"" - although, this model could have an automatic reassessment of the HOD after a specific period of time (5 years?) and therefore have the potential for a ""next step"" built in at the front end of the process...
47. May limit participation of members in their organization.
48. Members of allied groups are not represented- only states. I dont understand that HOD members are chosen but also can be eliminated
49. might cause ""clickishness
50. Minimal
51. Model utilizes age discrimination. For states that rotate alternate delegate to delegate after a certain number of years, experienced and well qualified people would be excluded.

What are the disadvantages of Conceptual Model 4? (continued)

52. More member driven with committees becoming more active.
53. My computer would not pull the entire document up, so I am unable to comment too much on this model.
54. N/A
55. National Campaigns for election of Officer by the general voting membership would probably be expensive. Disarticulating state and Allied organization' participation and or prescribing the selection process of Delegates does not seem to contribute to a step to improve communication between the national organization and the voting members represented in the state organizations. Again no mention of GHLIT, PLIT, CE, AVMF ETC.
56. Need more membership input and some form of members involved in committees.
57. Need to limit number of advisory committees. Not much of an improvement if it maintains current HOD structure. Trusts and AVMF need to continue as they are now.
58. Needs work force to deal with policy formulation pathways thru committees, and role of staff.
59. No competency-based credentialing of leaders - not merit-based - needs a credentialing committee for BOD and ad hoc advisory group members.
60. No representation for those over 15 years.
61. Not a big fan overall...
62. Not eliminating HOD
63. not enough change--lokks about the same as the current tired system
64. Officers elected by general membership may become expensive; committees and councils replaced by 'less important-sounding' ad hocs groups; potential to disband HOD may lead to disjointed membership needs
65. Officers elected by general membership. A few will vote. Representation will be lost
66. otherwise looks pretty similar to me (at my level of understanding)
67. Policy should not be made by the board. We need a broader area of expertise to debate policy. General elections will turn out to be expensive as people and state organizations try to outspend each other for positions.
68. Potential to eliminate the HOD and replace with the state VMA President's Council, which could lead to unequal representation.
69. Relying on ad hoc committees instead of standing committees may be more re-active than pro-active. I like the idea of certain seats reserved for members within 15 years of graduation, but the alternate delegate is not the most appropriate position.
70. Removes HAC. HAC is important. Does not define qualifications to be EB. Standing committees are replaced by ad hoc - lacks institutional memory.
71. Requiring alternate delegates to be out less than 15 years is discrimination. I would probably not belong to the AVMA if such a policy were in place for leadership! Many states have their alternates move up to delegate so in essence you could never qualify to be in the HOD unless you started out within 15 years of graduation. Officer candidates would have to have resources and time to campaign on a national level. Some standing committees will always be needed. Having a President's Council is just renaming the HOD and diluting its responsibilities/effectiveness/relevance
72. Role of HOD in this model is not clear--doesn't seem integral as per comments within model that it could be eliminated. Not clear that approach to membership of EB would assure inclusion of appropriate subject-matter experts (expertise not always species/practice type based and no guarantee the appropriate species/practice types would be represented). Expensive--particularly HOD with unclear role.
73. same as #3

What are the disadvantages of Conceptual Model 4? (continued)

74. SAVMA is still non-voting
75. Seems to have too little change from current and illogical in general HOD not really improved at all EB still geographic--senseless
76. Selecting EBs on area of expertise might not identify the best leadership.
77. Slotting EB members by veterinary expertise could be contrary to finding the best available veterinarians to fulfill EB service for the organization. Will likely need a few more standing entities, but much fewer than at present. Makes no strides towards nimbleness, transparency, knowledge based, accountability and in particular no enhanced member engagement, which is critical.
78. Sounds like this model varies, almost 2 models in this #4. If the synopsis ended at the word, graduation, we could work with this.
79. Standing committees might be needed in more areas.
80. Still a cumbersome organization with EB and HOD.
81. Still has an HOD with no idea what the function would be. No design of how to determine if ""subject matter experts and interested members"" are really qualified for volunteering.
82. still need the expertise we have on the present councils/committees
83. Student involvement is limited to a non-voting position on the EB.
84. Student Vote Needed -Possibility to eliminate HOD
85. Students are non-voting members of the Executive Board
86. Students are not voters.
87. takes away membership input
88. the ad hoc advisory committees don't appear to have the structure to be as useful as existing committees and councils. Assigning a specific subject to each EB member also constrains the sort of dialogue and input that is needed to fully consider policy and other issues. Again, it is not clear that the HOD has much to offer other than gridlock.
89. The decision of eligibility requirements for an delegate or alternate delegate must be left up to the constituent organization. It should not be the right of the AVMA to tell its constituent organizations who may or may not represent them. Elimination of the HOD, eliminates the body which represents the members.
90. The lack of clarity about a role for, or elimination of, the HOD makes this model confusing.
91. The possible elimination of the HOD. I like having the HOD and the way it represent all the states. AVMA should concentrate on improving the current role of the HOD.
92. The rest is not excellent - EB gains too much power. Officers elected by general membership sounds good, but their leadership abilities are not easily understood by general membership. Why not elect EB by general membership, but let EB elect officers? Again, too much power in the hands of too few people.
93. The token representation of the HOD within the model is has little impact or function Does not increase efficiency because trades current reasons of slowness for others Nebulous pool of subject matter experts may be difficult to organize timely for urgent matters
94. There are as many disadvantages to this model as there are to the current model--minimal member input, entrenched same people on the board and in authority, etc.
95. This is essential the same as the current system. A pig with lipstick
96. Too many leadership entities.
97. Too many to list. Horrible model
98. Too much room for popularity contest whereby highly trained and qualified leaders are replaced by popular ones.
99. Too vague. ""could be eliminated"".

What are the disadvantages of Conceptual Model 4? (continued)

100. Vets get time to contribute as they progress in practice and their families mature. This could be beyond the first 15 years of practice. Experience is appreciated less in this model than it should be.
101. Virtually no change from existing model. Inefficient for policy development and implementation. Places large work load on Executive Board.
102. VMA President's Council could be formed-would all states partake in this? Would all of them provide input and feedback in a timely manner?
103. What would HOD do in this scenario? It eliminates some layers of governance but keeps it too cumbersome at the top
104. When the alternate becomes the delegate and we now have to look for another alternate with 15 years or less experience we are filling the HOD with younger members and excluding older, more experienced practitioners.
105. Who chooses the advisory committees? Eliminating HOD raises the question of broadly representing the profession.
106. Will the general membership vote? and why do we require an alternate to be within 15 years of graduation?
107. With the elimination of most standing committees, I see a potential for fewer committees to exist (and thus fewer opportunities for general members to get involved).
108. Without Standing committees staff and EB must identify emerging issues and prioritize and then establish an ad hoc committee. This can increase the time it takes to establish policy. It may be better to establish standing committees but only convene them as needed. Given the lack of consistency in the responsibilities and terms of state VMA's Presidents, a council consisting of these individuals may not be practical. No criteria for election of officers. Can elect officer with little leadership experience.
109. Would you lose 'Institutional' memory? I worry that general membership might not be engaged enough to make informed decisions and elections become popularity contests with any of the models that have direct election by membership.

What are the advantages of Conceptual Model 5?

1. 1) No advantages seen
2. A broader BOD
3. A good start--maybe eliminate Standing Committee and Task Forces. Make LAF structured along the lines of the LC in Concept 3 and you got something
4. A review of the actual councils needed seems to be a reasonable proposal. At times it seems we do not appreciate the multiplicity of items they must review and yet there seems to be a lack of transparency as the information does not reach the voting members.
5. At least looking at councils/committees I personally don't really understand the difference between a council and committee other than one is elected by the HOD and one is appointed by EB
6. BOD having policy authority is advantage,
7. BOD larger
8. Clarifies decision-making responsibility for policy. May be more politically palatable than other models--essentially status quo with clarification and name changes for entities.
9. Clarifies policy-making responsibility. Competency-based credentialing of volunteer leaders through nominating committee
10. Clarifies source of policy decisions.
11. Clearer lines of governance. LAF is good alternative to HOD. Streamlined way of providing information needed then decisions.
12. Competency-based Board of Directors with clear responsibilities to the AVMA. Students are involved at the highest level. Streamlined for membership involvement with a much more simplified structure for policy and membership needs.
13. Councils are eliminated. I would like to see the political posturing of HOD elections eliminated because I don't believe we get the best of the best on the Councils with such a system.
14. Councils being eliminated seems to be a good thing because it would allow more fluidity in dealing with issues.
15. Defines clearly who dictates policy. More nimble and streamline. Individual states will keep their voice and decision making will be shared equally.
16. Don't know
17. Don't see any.
18. Easy to sell to existing membership given minimal if any change.
19. eliminates councils which seem to wield political power
20. eliminates councils--members are elected solely on political maneuvering in the HOD
21. Elimination of councils is constructive because this is an unnecessarily political way of obtaining volunteers and deters many that have something to offer AVMA and the profession. The reporting structure of the LAF into the BOD removes the current concern of ambiguity of role with respect to policy.
22. Elimination of councils, but worse, in some ways, from our current structure.
23. emphasizes strategy and interests
24. Fancy new names
25. Gives a larger group more ability to set bylaws and choice of president and such
26. Has some merit. Not sure it is an improvement.
27. I believe this model is the best one proposed
28. I don't really see any
29. I have heard that getting elected to an AVMA Council takes political clout so I am happy to see such groups eliminated.
30. I like this the best-policy is down to single group- not sure it is the right group. Some worthwhile restructuring occurs including eliminating councils

What are the advantages of Conceptual Model 5? (continued)

31. I would hope the BOD would have expertise in specific areas.
32. If the HOD insists upon surviving in some form, this model is the only acceptable one
33. increased student input
34. Input t BOD from several sources.
35. Interesting concept
36. LAF has increased direct control of many areas that could speed decision processes. Diverse sources of input.
37. LAF sounds cooler than HOD no Councils (which are expensive and not very effective in general and have very little general membership representation)
38. LAF sounds like a good idea
39. LAF/HOD has more limited role
40. Language up to date
41. Leadership Advisory Forum sounds like it would be effective. BOD would get input from several sources, which makes checking and balancing valid.
42. Like having an LAF member on the BOD. Like eliminating Councils; however I believe the CoE would need to continue. Standing committees determined by need - hopefully reviewed on a regular basis.
43. Like that EB members are ""vetted"" for credentials and competencies.
44. little change
45. Lots of student input with good membership input
46. Maintains broad representation and basic continuity of current structure which may appeal to current HOD
47. Makes HOD advisory to the BOD.
48. making bod soley responsible for policy making laf is well suited to elect officers, and strategic planning clearly defines the roles of each body
49. More concise.
50. More efficient
51. More efficient decision making
52. More streamline then current structure. Selection of officers by selection committee helps ensure effective leadership.
53. more streamlined
54. much more streamlined of an organisation
55. N/A
56. Nimble
57. none
58. none
59. none
60. none
61. None
62. None
63. None over status quo.
64. None to speak of.
65. None, other than to eliminate councils.
66. Nothing
67. Nothing
68. Puts policy making with the BOD rather than the HOD which is a clarification and probably a better model for association governance. Gives a stronger role to the LAF (with the exception of policy making). Stays inclusive of states while making the association more nimble.

What are the advantages of Conceptual Model 5? (continued)

69. quicker decisions
70. Same system different names, easier sell to HOD
71. SAVMA involved with the BOD and LAF.
72. Seems pretty similar to what we have now, but with name changes.
73. Seems simple.
74. Similar to present structure. Streamlined. Maximizes geographic participation and representation. Term limits decrease factionalism and cronyism
75. Simple structure.
76. Streamlined
77. Streamlined
78. Streamlined Well defined responsibility, More power to HOD?
79. Streamlined, condensed "HOD.
80. Streamlined. Councils are eliminated.
81. Streamlining, simplifying. I like an outside group (would like to see HOD) electing PE and VP
82. Student involvement in HOD as voting members.
83. Student involvement in the executive board, and as voting members in the HOD.
84. Student representative is involved. One body makes policy. Many avenues of member input. Set skills for committees.
85. Students are voting members of LAF.
86. Students specifically involved in the Executive Board, and are voting members of the House of Delegates
87. Students still involved on executive board as non-voting members; students still involved in HOD (now LAC?) as voting members
88. task forces might be more effective with targeted goals.
89. This model seems most similar to the current model with just renaming the HOD to the LAF while expanding the Board of Directors to 18. How is it different in function? I have long wondered why AVMA has both Councils and Committees when their duties seem to overlap.
90. This model was a best attempt to improve on the current structure. It clarifies who is the decider. BOD is decision making body.
91. unknown
92. very nimble

What are the disadvantages of Conceptual Model 5?

1. 1) BOD getting a little hefty (18 members)
2. 136 people cannot be expected to accomplish strategic planning! can see no difference between standing committees and current councils. Not much change/little improvement.
3. 18 member BOD is too large LAF is the same girl in a new dress, i.e., just keeps the current HOD with no streamlining to improve efficiency or effectiveness. Officers should be elected by the gen'l membership, not LAF.
4. a larger board seems challenging
5. A very large BOD. Unsure how much the membership is involved in this model. There is the possibility that fewer members will be involved in the governance.
6. An 18 member BOD is too big for efficient function.
7. An 18 member BOD is too large for efficient management.
8. Assured representation of allied groups.
9. Big board too similar to current EB structure (no change at all really) Only changes the name of HOD to LAF--give me a break! No good general membership input vehicles Elections still mostly internal--officers elected by HOD/LAF and not general membership
10. Board of Directors has too much control
11. BOD is even numbered so no tie breaker. Not enough detail to grasp 'how' this model would function
12. BOD is too large. LAF is poorly defined. Doesn't engage emerging leaders. No term limits.
13. BOD too large!!!
14. Concentrates decision making among a small number of people. Lacks transparency and diversity of input.
15. concentrates power
16. Continued conflict between the LAF and BOD. This is basically what we have now, except in this model the Executive Board is given all policy making responsibility. There are no checks on the EB. General membership not involved with election of officers. If VP position continues as liaison with the the students, the students have no voice in VP selection.
17. Councils are eliminated
18. councils serve as important sources of expertise and should not be eliminated
19. Councils will be replaced with appointed committees.
20. Depending on how LAF is formed, this model has positive attributes.
21. do not see how his improve memberships involvement
22. Does not address communication and input from membership.
23. Does not sound much different than what we have just changing the name of the house of delegates
24. Doesn't seem much different from current structure.
25. Eliminating Councils not good unless their duties are taken over by existing or new committees, so really the Councils are just being called something different.
26. Even number of Directors with no provision for tie-breaking.
27. Everything. The HOD structure gives power without responsibility, and the state and allied organizations represent aspects of the profession but our members only in a tangential way. Direct election of officers is not a slam dunk - there are myriad ways for this to help select even worse leaders than in the past. I vote for my university's trustees every year, but I really don't know anything about their real qualifications. but I still vote. Transparent? I don't think so.
28. good ol boys network becomes even stronger and dictates to the membership
29. HOD model still in place
30. How are individuals on the leadership advisory forum selected? ALL councils would be eliminated? Could this potentially create more work for AVMA staff?

What are the disadvantages of Conceptual Model 5? (continued)

31. I am not clear how renaming the HOD is a substantive change, While Councils may be eliminated, shouldn't they just be renamed committees (eg. public health)?
32. I am not sure how the Board of Directors is selected
33. I do not understand this one: has the name of the HOD simply been changed?
34. I find the expertise of Councils important
35. Increasing the number of Directors will increase the input at the BOD level, but will also increase costs.
36. Is BOD accountable to LAF, or since LAF is only one source of input, would BOD feel free to ignore its recommendations?
37. Is LAF made of present HOD? How does the BOD choose the standing committees and task force individuals?
38. It could become overwhelming to have so many task forces.
39. It would in effect be no different.
40. Lacks nimbleness. Expensive.
41. lacks structure
42. LAF ""similar in composition to current HOD."" Sounds like its a fancier name for HOD. Councils are eliminated.
43. LAF formation may be what we want to call HOD. EB or BOD is too large. Need direct election of officers by membership. Do not understand how COE would function unless AVMA cancels accreditation process - explanation here is needed
44. LAF is just another name for HOD. increase amt of time commitment for BOD
45. LAF is too big to do strategic planning but could provide input to a plan brought to them by a committee.
46. LAF not involved with policy making. Not much difference between a council and a standing committee.
47. LAF should be the receiver of the information produced by standing committees and Task Forces. This would help to to provide more input and to have a well informed position when making policy decisions.
48. LAF=HOD. No plan for policy review and formation that is workable. No duties of the BOD defined.
49. Less checks and balances then current form.
50. Less direct member input
51. Less representation
52. Like current structure but less clear in regards to policy.
53. little change
54. Maintains geographic representation on BOD. Maintains HOD under a different name.
55. Many--this is still too similar to the current structure at AVMA.
56. More power to fewer people. New recruitment lacking. Lack opportunity for new member engagement.
57. MOre Power to HOD? What happens to council on Education?
58. More responsibility and time commitment for the BOD - may limit who can participate.
59. N/A
60. Need increased detail regarding the role of composition of standing committees and how they might differ from current councils. There is a place for elections to councils, etc and not just rely on appointment by the BOD
61. need SAVMA to be a voting presence Too many hands involved in each aspect
62. No Councils = crazy. They are the expertise of the membership. Too eliminate them you have to recreate the staff. This makes the staff more important than the membership. Who is in charge here the staff and the membership?

What are the disadvantages of Conceptual Model 5? (continued)

63. No idea size of LAF....no change if exactly same as current HOD.
64. Nominating Committee has a lot of power and the makeup and responsibilities are not laid out in the model plan.
65. None
66. Not a good model
67. Not as much as others but need to continue extensive membership involvement!!
68. Not enough of a change to be worth the effort.
69. Not much change from present. May not satisfy those seeking change, whether for changes sake or because they believe change is needed. Inherent bias in the below question, as it inherently implies the current model is inadequate: How much of an improvement do you feel Conceptual Model 5 is over the current governance structure of the AVMA? Better would have been: Is Model 5 a better, worse or little changed governance structure than the current one?
70. Policy making concentrated in too few individuals. Vet med is so diverse that all points of view cannot be represented this way. The biggest advantage of the current system is that policy is made by a large, well represented body.
71. Positions a Leadership Advisory Forum as reporting to the BOD, which, while it addresses our current confusion regarding policy authority, is not viable in practice. How does a body of 136 well intentioned colleagues meet twice a year yet achieve nimbleness, knowledge-base, accountability and engagement of members. The logistics/mechanics of such a venue are extremely challenging and are contrary to the needs of good committee work.
72. Really the same as the current governance but with name change to 'leadership advisory forum' instead of 'house of delegates' method of committee member appointments perpetuates good old boy network
73. reference committee roles No councils? COE?
74. Removal of councils; HOD disbanded and may become disjointed between memberships;
75. same as 4 - just a reshuffling of the current deck
76. Same old, Same old...
77. Same system, BOD makes all policy, HOD has minor function big costs.
78. Seems like a lot of board members to me and I don't see much way for me to have input
79. Seems like more of a rework and a rename.
80. Seems like this would be the same as what we have in a few years, which isn't bad, however everyone seems to be asking for change.
81. seems that LAF is more of an advisory group with a little bit of power
82. slow, cumbersome and expensive
83. Smaller group represents all less so Not clear who chooses LAF;if same as HOD now,whats the difference?
84. Some expertise is lost with elimination of councils
85. Some perminant councils seem needed (ex: Council on Education!)
86. sounds like LAF is just a new name for HOD
87. Status quo. Little impact on nimbleness and member engagement.
88. Student involvement on EB as non-voting member.
89. Students are non-voting members of the Executive Board
90. the BOD seems rather large
91. The current inefficiency of the HOD, even though renamed in this model, cannot replace the productivity of Councils. Councils are made up of subject matter experts and such needed expertise is not typically within the pool or the HOD.

What are the disadvantages of Conceptual Model 5? (continued)

92. There really isn't much change in regards to current model other than removing councils
 93. This model complicates itself by having a HOD with authority to do strategic planning and bylaws changes. Using the HOD delegates who represent their state and allied groups to do strategic planning for the national organization is illogical: delegates are not inclined to think globally or even nationally, and are not knowledge-based about the organization, its capacity, or processes to accomplish a plan. Leadership Advisory Forum (HOD) is not nimble, not collectively knowledge-based on complex broad issues, and is ill-equipped to plan effectively. Electing officers is political, trading votes exists, and taking turns for nominations for officers from districts is not progressive or contemporary; Membership should elect officers. It is hard to fathom that if one were designing a new governance, and one did not exist at this time....that one would imagine a giant HOD to do any governance functions.
 94. This seems very similar to the current model of leadership except the elimination of councils.
 95. too many to list--
 96. Too much change???
 97. Too much like current structure.
 98. Too much like the existing system. Eliminates Councils and Committees with little discussion of how to replace the day to day work these entities perform on behalf of the AVMA. Places high responsibility on a large Board to respond quickly and attempt to be nimble. Slow and inefficient.
 99. Too radical of a change. To go this far the AVMA would need 6-10 years of transition time to work out bugs.
 100. Very cumbersome and maintains the HOD in a similar structure to the present. Does not split out the COE as stand alone autonomous. entity. No discussion of election by a diverse cross section of informed members.
 101. who elects/chooses bod??
 102. Who is in charge of selecting/electing/appointing LAF? Too vague. Too much power in the hands of too few people.
 103. who selects the LAF?
 104. Wouldn't be a worthwhile since it changes essentially nothing except taking policy making decisions from the HOD.
-

What are the advantages of Conceptual Model 6?

1. HOD replaced with groups -Knowledge Based
2. 1) BOD is granted policy making authority
3. A few committees are retained. Policy groups align with AVMA divisions with members elected from general membership.
4. a little more streamline than the current
5. Aligning governance with current divisions may improve efficiency. Task forces replacing committees.
6. Alignment of ""policy groups"" with the AVMA divisions might improve the engagement of the ""group"" members and effectiveness in truly governing. Like that COE increases its arm's length distance and independence from AVMA - a factor that is likely to become increasingly important in the future.
7. Although HOD is replaced, there is still a good deal of general representation with 70 members of policy groups.
8. Always voting directly by membership to reflect interests of members. More cost effective.
9. Clearer lines of authority & responsibility.
10. Competency-based task forces, committees and councils. More nimble with increased member engagement
11. condenses HOD and councils/committees, so less bloated and expensive to the association.
12. Cost savings
13. Decrease cost through elimination of HOD, would streamline areas of interest for AVMA, would strengthen control of AVMA in companion animal medicine.
14. Diversity in policy groups & BOD. Assuming task forces can be temporary, they are an improvement over permanent committees & councils.
15. Does seem more streamlined
16. Don't like this at all
17. Dramatic change with geographic areas represented. Students involved in BOD.
18. eliminates HOD
19. Eliminates the HOD in the most coherent way I can see, based on the models presented....General membership electing based on policy area as well as geography would be an interesting options and I think more reflective of what people are looking for in an AVMA change...
20. Elimination of the HOD. Task forces to do the committee/expert work.
21. Even though no House of Delegates, the Policy groups are large enough (63) total to feel as if general membership is represented.
22. Excellent flexibility and nimbleness. Representation is more competency based. Task forces in place of Councils and committees provides a more issue driven organization.
23. Extremely nimble and responsive
24. Focus is kept on key areas of AVMA concern
25. Formation of the policy groups that simplify the flow of input from the general membership to the BOD.
26. Gives good strength in areas and eliminates most committees and councils so the AVMA would truly be streamlined.
27. Good engagement and utilization of staff Excellent to align task forces and BOD members with divisions Minimizes geographic influence at EB no HOD! Gives importance to AVMA as an ""umbrella"" organization to a diversity of veterinarians No Councils! No VP! (good things)
28. Good method of BOD selection
29. Good size BOD I like the idea of BOD electing officers Good to have TF replace most committees and councils. CMPC, COE, Trusts, and AVMF remain as they are now - this is good.
30. Greatly improved transparency and member voice Much more efficient use of resources

What are the advantages of Conceptual Model 6? (continued)

31. I like that there appear to be many places for input in the process.
32. I like the alignment of the policy groups with the AVMA divisions. It seems to make sense.
33. I think that this model has potential. Again, I like competency based task forces PRN. I like the emphasis on regular conference calls and web-based interface. Although these means of communication should not eliminate in-person meetings, they are essential for timely discussion, consideration of the issues and action.
34. Issue focused and structured.
35. Keeps the COE.
36. Less cumbersome. Effective BOD size. BOD is selected rather than elected which will tend to improve competency
37. Like Policy Group concept, make-up of BOD that includes Policy Groups, like that BOD term are short AND nonrenewable.
38. like policy groups like student involvement on BOD
39. like the sound of policy groups and member input, as well as elimination of HOD
40. Maintains geographical representation. Policy groups based on competency and expertise.
41. Making the COE a trust is an interesting concept and one that should be explored with model(s)
42. member input
43. Members of policy groups are elected by general membership
44. More concise
45. More efficient Cost saving
46. More efficient
47. More efficient, goal oriented
48. more streamlined
49. More streamlined. Allows for specific input into each area of concern directly to entity that makes changes or policies.
50. narrows down the positions and like the policy groups
51. New, nimble, efficient, based on areas aligned with divisions and strategic plan.
52. Nimble.
53. No HOD
54. No HOD saves money.
55. none
56. none
57. None
58. None
59. None
60. NONE
61. None. Terrible model.
62. Nothing
63. Number of participants are less than present, policy groups would have specific areas to concentrate on, members of policy groups would be elected from different areas, committees and councils except COE and CPC would be ad hoc.
64. Places policy making responsibility in one place (BOD). Policy group aligned with divisions makes sense, although some divisions would need a lot more input than others.
65. Policy groups is good. COE as a trust is good. three members of BOD geographically.
66. Policy is generally made by experts, rather than general practitioners.

What are the advantages of Conceptual Model 6? (continued)

67. Provides representation for membership geographically yet provides policy forming entities based on expertise and based on the existing and future work of the Association (by creating these policy groups around existing Divisional workloads). Provides for leadership development of volunteers through election from policy group to BOD. Task Forces can be formed based on current and pressing issues to perform efficiently. Membership has input on election and into policy development through virtual input directly to Policy groups, staff and BOD.
68. Reduces geographic division from 11 districts to 3 areas. Eliminates HOD.
69. Retaining key committees. Replacing HOD with a different purpose
70. Same as previous model that gets rid of delegates house I like the divisions part
71. SAVMA involved with BOD.
72. Seems more stream lined
73. seems to stream-line the organization of the AVMA
74. Selection of task force members by dedicated policy groups removes the politics involved in filling these positions.
75. simplify policy making
76. small number of BOD elimination of HOD 7 groups to advise BOD
77. smaller & quicker
78. Smaller and perhaps more nimble group.
79. Smaller BOD
80. Streamline decision making.
81. Streamlined and better
82. Streamlined, like the policy groups change from HOD.
83. streamlined, simple.
84. Streamlined. cost savings with fewer members traveling.
85. Streamlines decision-making. Policy groups may allow more members to engage as volunteers and could be effective as long as their selection considered expertise in the areas in which they are advisory, rather than just political /geographic representation.
86. Student involvement in the BOD
87. Students involved in BOD. Leadership development part of progression to board. Increased member input. Good leadership training.
88. Students specifically involved in the Board of Directors
89. Students still on board as non-voting members
90. Task force use vs committees a plus
91. Task Forces based on competency and expertise, rather than friends or constituents vouching for them. Are the 7 elected BOD members elected by the policy groups electing one of their own to the BOD, or electing someone at large with that particular policy group's expertise or interest to the BOD? Does the BOD have final policy making or policy approval duties? Or is that semantics?
92. Task forces instead of councils and committees.
93. task forces replace committees
94. Task forces replace committees and councils
95. Task Forces take the place of many standing committees so have automatic sunset of their existence. Separates the COE to a certain degree but I strongly support a totally separate entity.
96. Term limits for BOD
97. Term limits for both the Policy Groups and Board of Directors. Policy Groups with the AVMA Divisions creates streamlined staff involvement. Lots of tiers and opportunity for membership involvement.

What are the advantages of Conceptual Model 6? (continued)

98. The concept of aligning several policy groups with the divisions likely makes for nimble, transparent policy process. Multidisciplinary representation from veterinary medicine within each of these entities would be important and supplemented by virtual member input. This would reduce the current number of entities, appropriately. I am unsure whether 7 is the proper number. Good that members get much input into election of representatives. Task forces good engaging, nimble, knowledge based process. Need more clarity on who has authority to establish, appointment members, etc. Good that others get roles within AVMA rather than just limiting to HOD-like structure.
 99. The policy groups, smaller BOD, retention of a few current committees.
 100. This model 6 is a very contemporary model and does many governance and policy functions RIGHT. BOD is the policy making body. Seven policy groups with with general membership elections and having geographic and competency qualified volunteers is excellent for each policy group. Use of task forces, not standing committees and councils.
 101. This model has potential.
 102. This model seems to decrease the reliance on geography as a factor for representation--I fail to see what influence that should have in AVMA structure. The AVMA has specific divisions so it seems that it would be healthy to align the policy-forming groups with the existing divisions. This model eliminates councils and as I previously stated, these do not seem to be the healthiest representation of general members who have no political clout.
 103. This plan provides good nationwide representation to the veterinary profession.
 104. Will allow for quicker decision making.
-

What are the disadvantages of Conceptual Model 6?

1. 1) How will general membership elect the participants of the seven policy groups and how many people will they be electing (50-100)? 2) BOD should not be electing officers
2. 3 geographical areas may not be enough. Don't understand the election of the BOD by each policy group. Depending on the size of the policy groups, this may not be an improvement over the HOD.
3. 7 policy groups - should be 5
4. A major weakness is losing the continuity needed to address issues that are handled by standing committees, and it is not clear to me that policy groups substitute adequately or have the term limits and potential for expert involvement that is inherent in current committees. The task forces would also take a while to gear up and get nominations addressed, whereas standing committees are ready to go to address pressing issues. I suppose if policy and the like are to be deemphasized, this is an option. But I do feel that policy is important, and would modify this model to have more continuity. I would also want the EB as one entity, rather than split up, as depicted in the organizational chart, to ensure informed decisions and minimize cronyism. Well-rounded knowledge-based decisions would probably decline with this model.
5. again seems like the majority is lost in decision making. BOD should NOT vote for its OWN members.
6. Allied group representative (NV) on BOD is unnecessary
7. An essential governance element of any professional organization is to establish a structure that maintains a balance of power between the governing bodies. AVMA's current structure with an Executive Board, a House of Delegates and the Judicial Council has maintained that balance very effectively for many decades. I consider Conceptual Model 6 totally unacceptable because essentially all governing power is concentrated in the Board of Directors and if adopted would create a significant potential for bylaw changes, policy decisions and a dues structure that are not in the best interest of the membership. It is absolutely essential to have an organizational structure that maintains a balance of power.
8. appointments on policy groups should be based upon expertise/competence rather than geographic area
9. Are the geographical areas ""fair"" in terms of number of professionals represented per region?
10. BOD elections by policy groups is interesting but almost laughable - have 3 elected by geographic area... with perhaps a little gerrymandering to emphasize the east and west coast interests and lack of understanding of the heartland, particularly production medicine. Officers need to be elected by membership. HOD needs to remain to balance power.
11. BOD should not elect three officers
12. BOD smaller Loss of diversity of representation Larger states will have more input
13. COE is a trust
14. Concentrates decision making among very few. Eliminates participation from and the voice of membership residing in small states. Lacks diversity.
15. concentrates power. cross cuts existing political jurisdictions making it harder to present AVMA at the state level. reduces state VMA influence, the opposite direction I believe we should go. Little to like here. Inherent bias in the below question, as it inherently implies the current model is inadequate: How much of an improvement do you feel Conceptual Model 6 is over the current governance structure of the AVMA? Better would have been: Is Model 6 a better, worse or little changed governance structure than the current one?
16. Degrades HOD and loses institutional memory. Minimizes capacity for future leaders.
17. Devil is in the details, How are the geographic areas defined. Loss of input from so areas with fewer members?
18. Direct election of policy groups may not result in best members. Board members selected by policy groups may not be very representative of membership in general.
19. Disarticulating the HOD serves no purpose to increase voting member participation.

What are the disadvantages of Conceptual Model 6? (continued)

20. Don't know
21. Don't like that officers are elected by BOD. Undecided about CoE election process.....
22. Elected by our membership, this needs to be thought over some. We need people who have already proven some degree of commitment.
23. Election by general membership is of concern.
24. election by geographical areas will tend to over represent the small animal vets and make it hard for vets that practice in a lesser known field to be involved.
25. Eliminated state involvement. Very limited group involved in leadership. Requires a lot of volunteer.
26. Even number of Directors with no provision for tie-breaking.
27. Everything. Completely disjointed. Poor representation
28. General membership elections can be messy. Only three geographical at-large candidates could isolate some groups or areas.
29. Great potential, but lacks competency-based credentialing of BOD and policy group members prior to election, which is essential. Trust may not be appropriate for COE. Three geographic regions may not avoid concentration of elected leaders in concentrated population centers. Loss of contact with state VMAs - underpins umbrella status of AVMA and grass roots engagement
30. HOD disbanded and replaced with several groups - loss of cohesive voice from the membership; task forces replace committees and councils (task forces are not permanent);
31. HOD is the representative body of the membership it should not be eliminated.
32. I can't find a map of how this looks. I don't know which states represent my 'division'. This would make or break my vote on this model. I think that more than 3 geographical areas is a must.
33. it cuts out membership input
34. It is important to have geographic representation, but the individual that represents one of the 3 regions will have a hard time with intimate understanding of the issues in across their region. (The current Alaska representative always has input of great importance/ relevance, but such input is always specific and likely to be missed by a regional representative. But, an engaged/aware membership has input, so....
35. It would lead to politicking for the election of the 3 members elected from the geographical areas. How would I know who to vote for in my 1/3 of the country?
36. lack of structure
37. Lack of student involvement in the executive board.
38. Lacks much student input or voice. Looks like decisions will take a long time to be made
39. Less membership and constituent organization involvement
40. Limited state involvement, general elections tend to be a "name recognition" vote rather than expertise vote, Hard sell to HOD because of minute details being hard to convey, election process might be cumbersome.
41. Lining up by divisions leaves a lot to be desired. Still not sure why Council of education is a trust
42. lot of time commitment for BOD.
43. Maintains geographical division. Alignment of policy groups with staff divisions may lead to confusion in that the group may try to direct and manage the staff.
44. May limit discussion and limit participation of membership.
45. May loose connection with broader membership and groups. The success of this model highly dependent on details of how the policy groups would be selected, how large, and how they would function and the responsibilities they would have.
46. May need more geographic areas for BOD. Task forces need to be formed for every concern. Better to maintain some council formation.
47. Members are not represented directly. (note there needs to be a way to be sure that members who elect representatives are informed on individuals and issues. COE not really removed from the AVMA.

What are the disadvantages of Conceptual Model 6? (continued)

48. membership still can't speak directly to the leadership.
49. N/A
50. Need new recruits -Need term limits -Students need a vote -Could be viewed as a "volunteer" organization
51. Need to expand membership involvement.
52. Nimbleness may be sacrificed because of delay in organizing TFs to address issues as they arise. The issue may be resolved by others while the TF is still ramping up. Thus the vet profession may suffer.
53. no check and balance and concentrates power in few
54. No HOD.
55. No HOD. Organizational chart is not streamlined.
56. No input for allied groups
57. None
58. None, just need to ensure processes for membership engagement, transparency and nimbleness.
59. not a huge change from the current model
60. not a representative body
61. Not enough student involvement
62. officers elected by board and not members
63. Officers elected by BOD Composition of policy groups disenfranchises the state VMAs and allied groups. Decreases the number of volunteer opportunities. Is a complex structure which could result in "silos" not communicating with one another.
64. Officers elected by elite group. may appear to become elitist entity.
65. Officers elected by the BOD seems to really limit the choices and opportunities for members to achieve leadership positions.
66. Only 3 geographical areas will shift decision making to the large states.
67. Only three geographic areas for the LAFs and at-large EB may concentrate representation to one portion of a given area. There should be more smaller areas to enhance diversity.
68. Only three geographical areas spread them to far.
69. Policy group process seems a bit too bureaucratic. Elections by membership will limit field of those able to participate.
70. Policy groups are interesting, but what makes them different from the current committees? Having volunteers oversee staff is bad policy, or what's a CEO for? Staff should be doing our work, not serving volunteers who are adding too little value to make the trade worthwhile.
71. Policy groups not sufficiently knowledge-based to assume role of recommending policy in various focus areas--too geographically focused.
72. Policy is generally made by experts, rather than general practitioners. Experts can hold widely divergent views on issues from general practitioners. Representation of minority groups or positions would be compromised.
73. Political, complicated, small leadership group
74. Radical change will be hard to gain buy in and implement.
75. Representation sounds like it's all by location and not by practice type. Sounds like most choosing of leaders comes from within and doesn't include input from membership.
76. same as earlier models. too much power, etc
77. SAVMA still non-voting.
78. Seems like aligning with AVMA divisions is a bad idea - AVMA administration should not drive the association.
79. Significant change. Some find it too complicated.

What are the disadvantages of Conceptual Model 6? (continued)

80. Small number of people making major decisions
81. So who handles issues that are not currently defined by the 7 policy groups? There is currently no division dedicated to food animal medicine and with the trend in AVMA being anti-animal production, why would a food animal veterinarian belong to AVMA? AVMA doesn't have a division for public health and zoonotic diseases, so where would that information be generated?
82. Some members may be disenfranchised
83. specific interest DVMs belong in committees and councils not geography.
84. State and allied associations not involved. reduces volunteer opportunities. Large states would/could dominate the policy groups.
85. Students are non-voting members of the Executive Board
86. Students involved in BOD as non-voting members
87. Students still have no input on policies, but are still involved in the BOD.
88. students will be non-voting members of the Board of Directors
89. Takes away individual state voice. membership does not elect officers
90. Task forces may not end up with any general member volunteers if based on expertise, task force members may always end up being in industry or academia rather than general practitioners.
91. the average AVMA member is not in-tune with all issues facing veterinary medicine.
92. the big states will predominate the HOD and BOD
93. There is the potential for interest groups to form. So if all the vets from one region are small animal vets they might not be as concerned with the issues affecting the large animal practitioners in their region.
94. This is another one that I have a hard time seeing that representation has not decreased
95. This makes the members involved in governance (the policy groups) responsible for too many constituents. Each state needs a voice in governance of AVMA.
96. Three officers elected by BOD, instead of general membership. Not enough opportunity for technically specific segments of profession to be represented. State VMAs and allied groups may feel disenfranchised. No specific student liaison or opportunity for student representation. Organizational chart shows task force info going through staff divisions to EB. Task forces need to be able to communicate directly with EB, with staff divisions assisting, to the side of TF and EB entities. As drawn, there's too much of a filter between TF and EB.
97. Too confusing, really just changing things just to change things, but still loads of bureaucracy.
98. too easy to have domination by certain policy stakeholders membership elections of policy group also easily subject to domination of wealthier groups
99. too many committees
100. Too many layers, why have sub TF's, unless they are short lived
101. too much election from within - lack of transparency
102. Too much power to the BOD, and its triumvirate. Is the the general membership capable of choosing the right people?
103. Treasurer should be a volunteer officer and not staff CFO. Virtual participation of members with policy groups is not clear and should be added to enhance engagement, knowledge base. The ascendancy to the BOD and officers seems too "insider," with a track of very specific type of volunteer experience service needed to move up in the organization.
104. Very small "divisions" of AVMA would have same vote as large ones.
105. While issue areas are covered, there needs to be more input from regions such as each VMA. General members may feel even more out of the loop.
106. Who recruits to these position.

What are the advantages of Conceptual Model 7?

1. 1) At-large BOD members 2) HOD term limits instituted
2. Absent
3. Allows for the organization to be more efficient.
4. Are all HOD meetings virtual? should be one physical meeting a year, and rest be virtual. Executive Board meetings can also be at least 1/2 virtual. I do not feel this is a change in structure, but minor alterations of the current structure, and conducting the meetings in a more modern way, due to electronic communication.
5. Clearly defines who dictates policy. Checks and balances persist.
6. Competency-based credentialing of leadership (BOD)
7. Cost saving. Retains current model as far as input from all areas
8. Cost saving. All, small and big states will have equal representation.
9. councils are not retained
10. Cuts way down on the expense of governing the association.
11. Decreases costs of HOD by eliminating face to face meetings. If I had to pick one model to switch to, this might be it but I would rather not change models.
12. Defines BOD and HOD responsibilities. Term limits - EXCELLENT - combine with Alt. Delegate within 15 years of graduation would make it OUTSTANDING!
13. Direct elections by membership and term limits prevents good old boy network.
14. Direct representation of membership through election of representatives. (need to assure we have an informed electorate) If the HOD persists, term limits would be good. If all HOD meetings are virtual this is progress. I would hope face to face meetings were not needed or were funded by constituent groups.
15. districts adequately represented. year-round work on committees responds to constantly changing environments.
16. Do like HOD term limits.
17. easier to make changes, react to threats, etc
18. Economical to run. Interesting balance of power at the top.
19. Eliminates a little bureaucracy.
20. Eliminates councils - must keep COE
21. Eliminates councils, thus simplifying the way advice is provided to leadership and the way in which members are chosen for advisory roles. term limits helps break up cronyism and factionalism.
22. establishment of HOD term limits
23. General membership elects some BOD members.
24. Good general membership involvement
25. Good to remove the politically appointed councils, as the process limits member participation.
26. HOD gets to do something more substantial eliminates councils--they are just politically elected anyway like term limits
27. HOD term limits
28. HOD term limits Financial savings More efficient
29. HOD term limits HOD policy authority virtual meetings
30. House of delegates term limits may help to bring fresh ideas to the AVMA
31. I like the emphasis on virtual meetings. The EB and HOD responsibilities have been clarified, so maybe a little less (unnecessary) contention. Decreased cost of travel for HOD meetings.
32. I like the term limits of HOD.
33. I really like this option, it gives a district charge to someone, term limits help get young blood involved, and it help keep the majority involved in decision making.

What are the advantages of Conceptual Model 7? (continued)

34. If the delegates are kept I like that they would have term limits so others can have a chance
35. Increased efficiency. Term limits for HOD is a significant improvement. increased use of technology - ie virtual meetings. Better use of reference committees (currently largely a waste of time)
36. It is a smaller group
37. Less expense than current because no expense to association for HOD meetings
38. less meetings for boards
39. like term limits - get some of the hangers-on out and new members in like virtual meetings
40. like the term limits. Like the 4 virtual meetings/year for HOD. Reference committees replace councils...good. Makes HOD become productive contributor in the process.
41. Limits applied to HOD terms which is a good thing
42. Maintains District Representation. Year Round Virtual Meeting of Reference Committees will improve informed participation provided that Delegates receive accessible information from Councils, Committees, Task Forces and EB on a regular and timely basis.
43. Makes HOD more active.
44. Maybe - 16 BOD's seems weighty. Term limits are good for all states if membership is interested. Apathy is rampant as is evidenced by number of responses to this type of survey.
45. Membership elects officers. Term limits for HOD. HOD sets policy. Councils not retained (but I think the CoE should be retained). More involvement of Reference Committees through out the year. No HAC. Has checks and balances.
46. more digital, less expense
47. More nimble. Able to address issues in a more timely fashion.
48. More often virtual meetings would greatly decrease expense, but still allow broad input from many members.
49. Nimble. Expertise would be developed among members in reference committees by continually meeting.
50. none
51. none
52. None
53. None
54. None
55. None over status quo.
56. None, zero
57. ongoing meetings of reference comm., good idea.
58. Out of all really new models I like this one the best. It keeps current structures in place for most part, defines clear roles for BOD and HOD.
59. Politically very acceptable, allows expanded member involvement within a familiar structure. HOD should still be re-shaped to be smaller, issue focused along the strategic divisions within AVMA
60. Potential elements for overall immediate change as power is shifted and more nimble.
61. REALLY like term limits for HOD members.
62. Reference committees meet virtually year round.
63. Reference committees meet virtually year round.
64. Reference committees meeting virtually year round. Reference committees only meeting for a couple of hours twice yearly greatly inhibits what can be discussed/accomplished. I think this is one of the better ideas I have seen from the models! HOD has defined role in policy concerning veterinary matters which gives input from a larger and more diverse group than the EB alone.
65. retains some of current structure

What are the advantages of Conceptual Model 7? (continued)

66. Save \$ and more efficient to have virtual mtgs. More meetings more efficient.
67. Save money with virtual meetings and be able to meet more often. Be more reactive and updated on issues.
68. Saves money by virtual meeting. This seems to be the closest to what we have. Term limits may be good. Organizational chart is easy to look at.
69. Seems the best
70. Similar to current structure.
71. similar to existing structure
72. some of BOD elected by all
73. Still have state engagement through HOD.
74. Streamlined and make HOD work on line or disappear.
75. Streamlined. Nominating committee. Time consuming for meetings. Cost of meetings. Virtual meetings for reference committees
76. Students are involved in the House of Delegates (assumed), Vice President remains
77. Students still have voting privileges in HOD. VP remains on EB to vote for students.
78. Term Limits
79. term limits and virtual HOD meetings
80. term limits are good. Must not allow Delegate and Alt. Delegate to switch to extend time on HOD.
81. Term limits are important and a good idea.
82. Term limits are OK
83. Term limits ensure we get new blood in the HOD. A nominating committee could search for emerging leaders. Virtual meetings make it easier and less expensive to participate. The group sounds more representative and smaller, thus more nimble.
84. term limits for HOD
85. Term limits for HOD members. HOD elected Councils discontinued. BOD appoints Committees and Task Forces
86. term limits for HOD.
87. Term limits for HOD. Virtual meetings.
88. Term limits for the HOD; 4 virtual meetings would increase the speed of policy change.
89. Term limits instituted for HOD to allow for circulation of ideas, motivation, etc. Four virtual meetings per year would cut costs. Reference committees meet virtually year-round.
90. Term limits to HOD and virtual meetings. Virtual meetings for reference committees.
91. Term limits, cost savings, four meetings of HOD instead of two
92. term limits, different entities determine policies,
93. TERM LIMITS! eliminates Councils HOD functions more often via virtual meetings Reference committees have tasks/meet virtually
94. Term limits! :)
95. Term limits. Cost savings from moving to virtual HOD meetings. Potentially easier to ""sell"" to membership given minimal change.
96. Term limits. Idea of checks and balances between HOD and BOD.
97. Terms limits for HOD members and at-large positions on EB--more opportunities for involvement by more members. Costs reduced by increasing virtual meetings.
98. There are few advantages to this model that I can see except that councils are eliminated (see my previous answers about this).
99. This model offers little over the current governance.
100. This plan expands the voting process to the general membership moreso than previous plans.

What are the advantages of Conceptual Model 7? (continued)

101. Three at large directors would be good. Term limits for HOD would allow more members to serve in this capacity
102. very functional
103. Very little changes. Term limits are beneficial. Student involvement in HOD is assumed.
104. Vice President on the board voting for students
105. Vice President position remains. I assume SAVMA are still members of the HOD.
106. Virtual involvement may increase member participation. Term limits.
107. Virtual meeting concept interesting but there should still be at least one inperson meeting.
108. virtual meetings a good idea for ref. comm.if given good information prior to meetings. HOD should always have final say in area of dues increases
109. Virtual meetings are less costly than face to face meetings Term limits are helpful.
110. With input from the nominating committee, these will be the people who understand and can help make more informed decisions. Term limits I think will provide a ""time is of the essence"" thought process...no loitering.

What are the disadvantages of Conceptual Model 7?

1. Policy making slows -Lack of Skill/Knowledge -Allows for ol' boys club mentality -Defeats goal of clarifying policy
2. 1) HOD designated as policy making body 2) Virtual meetings could reduce opportunity for face to face interactions and networking 3) How are members nominated for the nominating committee?
3. 16 Board of Directors is again unwieldy. Virtual meetings are sometimes good but to rely on that concept is really not good. So who travels with their wives or husbands at AVMA expense - officers and OEVP?? Changes that have occurred to limit expenses at meetings are good, but meeting as an organized group of state VMA elected reps is the balance needed. States do need to be more proactive. This takes that away by listening to a talking head or mumbling or dogs barking on the teleconferencing call.
4. 16 member Boards are too large. No separation of the COE from the AVMA.
5. 9 districts?? Nominating Committee formed from ???
6. A large BOD
7. AVMA Staff still serving 2 masters
8. BOD is too large. 9 Directors coming from districts does not address current flaw with some states going for decades without a district director on the BOD 4 HoD meetings per year - REALLY!!!!?? We cant afford the twice per year meetings now, and they have few to no substantive issues to consider.
9. BOD not setting policy, and no inclusion of student representation on the BOD.
10. BOD too large and district members need to be eliminated and replaced by at large members with minimal geographic distribution as in #6. Nominating committee makes it too political. HOD too large to meet virtually. HOD still exists.
11. Concerned about general election to the membership. Do we have enough engagement? How do they prove qualifications?
12. Confusing. Retains problem of dual policy making bodies. Four meetings and year round reference committees is not beneficial, feasible, practical or cost effective. The current committee/council infrastructure meets 1-2 times per year (usually two) in small groups of 10 or slightly more, with teleconferences and emails discussions...focused upon issues within their charge. This function is underway. I don't see the value or the likelihood of ginning up a parallel process via the HOD, given that the charge is nothing narrower than ""veterinary medicine."" Reference Committee charges are narrower, but why would AVMA create a second layer of committee workers whose work overlaps and which begs communication breakdowns. That detracts from nimbleness, good communication, transparency, accountability, and is costly from financial and personnel resources. It would engage 136 more members and no doubt some more knowledge would be added as extra sets of eyes were involved, but does not add sufficient value. It is not prudent to run parallel sets of teams working on conceivably the same issues. We would need additional resources to run this increased bureaucracy. Or is this proposing to replace the committees with their specific charge and expert makeup with the cross sectional approach of the HOD reference committee? That would not enhance governance.
13. Council on education? Loss of interpersonal relationships with only virtual meetings.
14. Councils are not retained-is this in the best interest of all involved?
15. councils may still be needed
16. Creates schizophrenic split between policy and planning.

What are the disadvantages of Conceptual Model 7? (continued)

17. Decreasing HOD face to face meetings decreases interactions between different groups of AVMA members and decreases ability to understand other perspectives. I don't understand why it would be an advantage to have 3 members and 4 officers of the Board elected by the general membership. Just how many members interact with their regional directors now? I do not understand how increasing the number of BOD increases efficiency. It almost seems like we are changing models because someone has decided change is good. Our current model provides for lots of discussion between different groups and allows an educated large number of members to make decisions for the organization.
18. Delegate/ Alt delegate terms may be too long? No face- to- face meetings for the HOD (= good and bad). Needs more focus on competency based governance...
19. Dislike lack of student development on BOD. BOD too large.
20. Don't see enough change.
21. election by general membership means campaigning by candidates, which could be greatly influenced by funding by certain wealthier groups or individuals. virtual meeting of 100+ people, no way!!! councils are excellent sources of expertise and should not be eliminated
22. Election by Membership of three at Large directors and the four officers would be an expensive proposal if the intent is to have the voting members be well informed of the qualifications and have a high percentage participation of voters. There does not seem to be a Justification of imposing on the State and Allied VMA term limitations for the Delegates. HOD should meet twice a year face to face and twice a year in a virtual meeting. Must consider GHLIT, PLIT, AVMF, CE ETC.
23. Even number of Directors with no provision for tie-breaking.
24. Even numbered BOD - no tie breaker. What about COE?
25. Everybody is elected. We are not competent at electing people based on competency and those who have the largest "budget"" are usually elected. Will foster continuance of elderly, semiretired BOD
26. Expanded voting privledges means that some individuals voting might not understand all of the issues.
27. Few!!
28. Four meetings per year for HOD
29. general election could be very expensive for candidates. Hard to really get to know people if all meetings are virtual
30. Geographically it would make members from some regions feel totally unrepresented.
31. Giving a body like the HOD more responsibility is silly; they hardly manage to discharge their duties now, and they practically have none. Term limits would be good, but it's hard to get people to volunteer for a job when the's precious little work output. Having the HOD meet virtually is appealing, but it cuts out the only attractive part of the job, which is having out of town dining opportunities twice a year.
32. HOD can be cut in 1/2 by only having Delegates go to meetings and not Alternates, Have alternates really be alternates.
33. HOD in place
34. HOD input should be lessened, not expanded. HOD meet once pyearly
35. HOD is collectively not informed to equipped sufficiently to process policy, since members are not competency-based, but rather state and allied representatives. Thinking nationally and globally requires a certain mind set about the AVMA, and should not be a function of the state or allied constituency. Virtual meetings 4x per year will not work for a large body. Policy is incremental process and far too complex to be handled in a nimble fashion by a large body. No memtion of Membership involvement in policy. This model is not progressive. Again, if starting from scratch to build the best governance, it is hard to figure how the concept of a HOD or other similar large type of body achieves nimbleness, knowledge-based, etc. governance.

What are the disadvantages of Conceptual Model 7? (continued)

36. HOD is maintained. HOD will not participate in virtual meetings. Reference committees will not participate in virtual meetings
37. HOD meetings four times a year, even virtually, seems onerous. Policy making responsibilities still seem unclear.
38. HOD seems to have enhanced role in all policy which seems cumbersome. Heavy use of reference committees not a plus
39. HOD still exists with no clear purpose. Too big for virtual meetings and not nimble to take over and discuss the numerous AVMA policies Why eliminate councils but not committees?
40. HOD too cumbersome to efficiently establish policy alone.
41. I need more clarification by meeting ""virtually
42. I think the HOD should have at least one face-to-face meeting per year, though the other three as virtual meetings would be acceptable
43. I think virtual meetings are OK, but I do not think they should all be that as face to face, relationship building still has to be done in person, after hours, etc.
44. i've never been a fan of virtual meetings, but that's ok
45. If reference committees replace existing committees/councils there will be some loss of broad representation since many committees are made up of representatives of various entities (species, practice type, etc). Much committee work can be done electronically, but some duties (like final wordsmithing on a policy, or hashing out a controversial concept) only seems to work if done in person.
46. Implementation of virtual meetings. Humans were created to have face-to-face discourse. Ideas are best exchanged by meeting face-to-face. We gain better understanding of each other by meeting face-to-face. Our organization will not be made better by instituting the ""MACHINES"". Virtual meetings are just that - virtual and not real. It will remove current checks and balance. General membership elections will favor small animal and exclude other groups and viewpoints.
47. In discussion of disadvantages by summit participants, the concern that this model would be ""expensive"" was listed. If all communication is conducted by computer, where is the money going? All year round meetings by reference committees are also conducted over the computer. I don't think I understand Model 7. It seems like the only face to face contact among participants is among the 16 member EB. This model's avenue for member participation seems to depend entirely upon facility with the computer.
48. it is another reshuffling
49. It would be a huge mistake to have a large, disconnected and uninformed group making policy decisions
50. keeps VP and HOD regional representation is too important in this model no direct member elections
51. less direct input
52. Less nimble than existing structure--4 meetings per year where policy can be decided is insufficient in today's environment. Cumbersome policy-making process, with authority potentially accorded to those with less expert knowledge.
53. Maintains 9 geographical divisions. Maintains HOD.
54. majority of BOD still elected in the ""old boy"" fashion HOD retained
55. members spend all their time on computers and get no face to face interaction
56. Minimal if any change. Places large work load on large BOD. Proposed policy development on veterinary matters appears cumbersome and inefficient-- SLOW. Minimal member input and not nimble or progressive or forward thinking.
57. N/A
58. No apparent engagement of emerging leaders in HOD. 4 virtual meetings for HOD (I believe that there should be at least one face-to-face to allow for networking).

What are the disadvantages of Conceptual Model 7? (continued)

59. no face to face meeting of HOD. Would require redistricting.
60. No mention of HAC, don't like general membership election of officers, Immediate PP not on BOD, EB has hammer of funds for HOD decisions, COE and CPC need to be retained.
61. No mention of the students relationship to the BOD. I'm not sure having a student on the BOD is the right thing to do, however let's give them a spot on a committee or task force.
62. No personal interaction No networking b/w states
63. No SAVMA present on the BOD.
64. Not clear on the role and make up of the nominating committee.
65. Not much change from present. May not satisfy those seeking change, whether for changes sake or because they believe change is needed. Inherent bias in the below question, as it inherently implies the current model is inadequate: How much of an improvement do you feel Conceptual Model 7 is over the current governance structure of the AVMA? Better would have been: Is Model 7 a better, worse or little changed governance structure than the current one?
66. Officers and at-large BOD of directors would have to have time and resources to campaign. These positions probably would be dominated by large states. I have never been in favor of term limits in governance structure at any level. The electorate always has the ability and should have the fortitude to defeat/remove a person that is not doing a good job and retaining someone that is. Term limits decrease the institutional/historical knowledge of an organization and increases the power/influence of staff, while diluting the power of the governing body, which I think ultimately dilutes the influence of the general membership Needs to be more check and balance between the EB and HOD regarding policy decisions.
67. Officers elected by general membership not always ideal, but Nominating Committee's input would help.
68. Only virtual meetings eliminates the important social role that face to face meetings provide. They can supplement but should not replace "real" meetings. Not clear what the objective of eliminating councils would be.
69. Other than the term limits and virtual meetings, I don't see enough change to warrant implementation...
70. otherwise pretty blah
71. Politics continue. HOD has only virtual meetings. Virtual communication is efficient, but it has its limitations. In person meetings must be continued--too important for development of ideas and exchange of information. If councils not retained, will committees be expanded to cover the issues that are currently council responsibilities? Duties of reference committees not specified. Sometimes reference committees don't have much to do.
72. Reduction of meetings (why this would even be the case is beyond me - it's only 7 now!); unknown place for students - no mention of what their role in HOD will be; No voice for students on the Board
73. Relying on the general membership to elect officers. It would lead to more politics.
74. Seems large and slow without direct (aside from virtual) membership input. Good potential for there to be a disconnect between BOD and HOD.
75. specialty group representation
76. Status quo. Policy -making body (HOD) lacks competency-based credentialing.
77. Still bloated and slow moving. BOD appointment of committee members perpetuates good old boy politics.
78. Still some confusion about where and what recommendations go to BOD or HOD. Virtual meetings may be cheaper but more complicated and will decrease some involvement. No student involvement other than HOD.
79. still too much authority in BOD
80. Student involvement in HOD is assumed, but not guaranteed, and is not a part of BOD.

What are the disadvantages of Conceptual Model 7? (continued)

81. Students absent from the Board of Directors
82. Students absent of BOD. Can create budget confusion on staff allocations. Does not allow skill-based input in policy making. Little member input. Continues vote trading & politicking & “old boys” network instead of selecting for skill sets.
83. Students not clearly involved with the HOD, and absent from involvement in the BOD.
84. students not on the BOD
85. stupid concept. need in-person conversation
86. Term limits are not always a good idea. States should be allowed to decide how they want representation - not dictated by AVMA. Seems odd that HOD still works with reference committees but has no say in who is on committees and task forces as councils are eliminated.
87. Term limits keep HOD members from developing the experience to lead well.
88. Term limits may compromise continuity and historical memory/wisdom. A 16 member board may be too large.
89. Term limits will force good HOD to only participate for x amount of time. Rather give the opportunity to reelect HOD members who are excellent.
90. Term limits. virtual meetings for HOD
91. The HOD has demonstrated that it is not capable of working effectively and making well-informed decisions. This model is unacceptable.
92. The HOD remains. The HOD does not seem to be efficient enough to handle the review of all policies related to veterinary medicine. Dismal utilization of the HARP is just one example.
93. The HOD should still meet once a year in person.
94. There are advantages to meeting in person - it can be much easier to communicate that way. I would prefer my leaders to meet in person for 2 of the 4 meetings per year.
95. This model has the disadvantage of being too similar to the existing structure.
96. Too many tech glitches
97. Too similar to current structure Retains HOD geographic representation on EB doesn't change officers retains VP
98. Uncertain if term limits with HOD would be good or not.
99. Very difficult to have virtual meetings with more than 10-20 people. Live open debate on the issues has always been the strength of the association and the best way to make sure that the veterinary issues of the "" minor species"" are addressed.
100. Very little change
101. Virtual meeting is not likely to work with this a large of meeting- would not feel engaged at all.
102. Virtual meetings difficult with large body such as HOD. Would work better with the BoD. Need to redefine the makeup of the HOD as to membership and relationship with interest groups and members.
103. Virtual meetings limits face to face conversations
104. Virtual meetings shouldn't replace actual ""in person"" meetings.
105. virtual meetings very poor replacement for face to face decision making, policy development
106. Why does the HOD set policy but is not elected?
107. would like to see members of each district elect their director.

What are the advantages of Conceptual Model 8?

1. 1) Simplified structure
2. 9 councils focusing on different segments of expertise can increase quality of information available to BOD.
3. Again, gets rid of delegates house and officers May make political clout less important
4. Allows the organization to stay up with the current time modle and allows it to move forward into the furture using 21st century ideas, technology, etc.
5. Better representation of the membership thereby elminating good old boy network.
6. Better student representation Slightly more streamlined
7. Board members no longer represent districts, but rather professional areas. This could help better the profession as a whole for current and future veterinarians.
8. Board members represent areas of interest - not districts; SAVMA created as a council that advises and proposes policies
9. BOD will be elected by general membership.
10. Broad opportunities for input from stakeholders. Opportunities to utilize staff knowledge.
11. Clarifies roles/responsibilities
12. Clarify policy-making and fiduciary authority in the 9-member Board of Directors (BOD), streamline decision-making and balance representation with agility. No HOD. Membership engaged and empowered.
13. Competency-based credentialling of leadership, should be more nimble, increased member engagement
14. Conceptually has strengths. Some clarification of council function and staff as supporting councils (as is currently done with committees, rather than becoming staff-driven); addressing COE, trusts, etc.; maybe increase number on Board of Directors to address workload concerns; and clarification of responsibilities, structure, checks and balances could make this the most representative and nimble without losing expertise.
15. Could be the most efficient
16. Councils will represent nine constituencies of vet medicine. Staff performs administrative functions and duties. Ongoing engagement of members in a variety of capacities. Advisory councils inform leadership.
17. Decrease cost to organization by ending HOD.
18. definitely stream lines decision-making good utilization of councils good leaders can come from any area or even the same areas.
19. Dramatic shift of power to membership at large.
20. Draws a LOT of information on from people in varied areas. Seems able to respond more quickly. Lots of student input
21. election of directors by the general membership
22. Eliminates a lot of bureaucracy, allows the most direct member input to selection of leadership.
23. eliminates HOD all elect BOD 9 councils advise BOD
24. Eliminates HOD.
25. Eliminates HOD. Eliminates geographic division of the profession.
26. eliminates VP and HOD eliminates officers? sems to encompass different areas of profession
27. Enhanced council concept has some pluses. Elimination of HOD and putting mor attention to committees/task forces
28. Enhances membership input by providing specific routes to give info/feed back to the BOD. Allows for vetting of BOD candidates.
29. Expertise of decision makers would be enhanced.

What are the advantages of Conceptual Model 8? (continued)

30. Flexibility, accountability and the ability to react in real time. Making standing committees fewer in number and elevating task forces as a way to gather expert input into policy decisions. Treats members as a single class and not the Balkanized HOD with state, regional and activity-based loyalties. Staff spends more time doing their job and less time in support of volunteer activity of marginal value. We save the money from the HOD, standing entity meetings and the staff time devoted to the same. Much less bureaucratic.
31. Flexibility, speed in decision/change-making. Input from general membership is effective.
32. general members elect BOD lots of room for advisors Allow SAVMA to have more of a voice
33. Good size BOD I think this is a good model overall, but the circular diagram provided in the written report is VERY confusing.
34. Greatly enhanced transparency and member voice Best use of expertise within the membership and stakeholders Best of all the models for efficient use of resources
35. I like the breakdown of the standing councils, promotion of competence and expertise
36. I really like that the segments of veterinary medicine are represented, rather than the regions of the country. It does seem like this will allow for more equal representation from the profession. It is also good to see such strong student involvement planned for this model.
37. If I understand it correctly, this is the purest democratic model
38. Implementation of the nine councils reflects the objective to balance representation with agility.
39. Involves the membership
40. is nice that people can work in there area of expertise.
41. It would provide for more input from the general membership and allow each ""segment"" of veterinary medicine equal representation. It will hopefully speed the policy making process as well as allow quicker turnaround times for the AVMA to take a stance on important topics. This model also provides student input to the BOD, which will be helpful as to current issues within and concerning the veterinary colleges.
42. Keep the BOD small which simplifies decision making. Eliminates House of Delegates Takes advantages of our diversity
43. less people involved - should be more agile
44. Like councils. Like greater agility. Like ability of staff to administer.
45. Like ideas of Advisory Councils but need to define better as to who and how it is made up.
46. Like the simple Org Chart, 3 year term for BOD, like volunteers focusing on strategy (not process), .
47. Lots of involvement in the election of BOD. Staff focused on admin issues. No HOD
48. Major changes. The concept of committee members being representatives of rather than for the profession is refreshing. Students are represented with SAVMA as a Council, and a student representative sits on the BOD (assumed).
49. More direct involvement of membership and the potential for equal involvement of all facets of veterinary medicine. Everyone has a chance to be equally heard.
50. More membership input.
51. more nimble, etc
52. More streamline and nimble.
53. More streamlined and probably efficient group. Hopefully more opportunities for membership to provide input in decision making processes and in election of leaders.
54. more streamlined it appears
55. Most creative.
56. much less expense (fewer representatives)
57. much more nimble, there seems to be fewer layers and much more input from the general membership

What are the advantages of Conceptual Model 8? (continued)

58. Nimble and efficient, forward thinking, allows for membership engagement and expertise driven action. Cost savings. Relevant
59. Nimble and move fast. Quick decision making.
60. Nimble BOD with councils that could be more competent. Elimination of HOD has major advantages in efficiency and cost effectiveness.
61. Nine councils OK - what are the segments of VM represented?. No HOD
62. No HOD
63. no HOD anymore, reduction of influence of geography; these councils represent segments of the profession instead
64. No HOD.
65. No HOD. Nine advisory councils. Engagement of members.
66. No HOD. SAVMA is a Council.
67. none
68. None
69. None
70. None.
71. Places policy decisions in one entity. Appears to be good opportunity for member input. Not entirely sure what is meant by empowering staff to perform administrative functions specifically means, but the concept of moving some decision making to staff without volunteer member approval would add to efficiency.
72. public partnerships
73. quicker less of an insider set up
74. Recognizes expertise of staff and empowers greater authority on their part. Councils potentially more active. Focus on strategic objectives. Increased emphasis on subject matter experts.
75. Representative areas are interesting and innovative. Maybe incorporate these ideas into LC/LAF's are structure a reformed HOD along these areas within a more acceptable model
76. Retains standing committees. Ongoing engagement of members.
77. Seems like the best option
78. Seems like this model will empower more of the general membership. Agree with the process of the BOD, the final vote is always by the general membership, however we need to have a BOD that has been proven. It seems we have a dedicated, professional and caring staff currently, we wouldn't want to lose this.
79. Seems more nimble. Very inclusive.
80. Smaller BOD and all at large positions
81. Smaller BOD. Nine councils advising BOD based on constituencies/segments. Staff empowerment. Volunteers focus on strategic objectives. No HOD. Committees and task forces appointed as needed. Advisory councils.
82. Speedy -Direct Student Involvement -Model has the most potential of the 8, but has areas of needed improvement. -Knowledge Based
83. staff doing administrative functions better representation directors elected by the general membership
84. Staff empowerment
85. Staff empowerment Save \$\$\$
86. Still maintains some state involvement. Still seems inclusive. Clarifies BOD role. Would like to hear more about this model.
87. Streamlined, cost saving, less political? Much more nimble.

What are the advantages of Conceptual Model 8? (continued)

88. Streamlined. BOD elected by membership. HOD is transformed in to smaller potentially more useful groups. More empowerment of staff is good because they are enduring and volunteer leadership rotates and has varying levels of passion and involvement. Volunteers are also often difficult to 'fire.
89. Student body is involved as SAVMA.
90. Students involved as SAVMA is a Council, one representative sits on Board of Directors
91. The attempt to provide an identifiable place for some sectors of membership who currently do not feel represented or participatory is commendable (and in a structure more participatory than the HOD). However, as structured, it appears that the councils will result in different camps of mindsets and needs each advocating for their own needs, because each council make-up appears representative for rather than representative of. Better to have multidisciplinary committees where veterinarians gain understanding of one another and work in unified fashion behind a consensus agenda, supplemented by virtual input of colleagues. Currently we encounter camps of perspectives on the same issues, e.g., a public health view, a clinician view, an agricultural view, an environmental view, a welfare view...all of the same issue. Need to put these views in one room with auxiliary virtual member engagement and need to have good cross section to include the constituencies mentioned in the names of the proposed councils. Need to see greater emphasis on market and member research as issue identifier and resource. Mindset of membership at large as constituent group is highly desirable. Good for volunteers to volunteer on strategic objectives. Good to use task forces and some standing committees. Shows promise of engagement, accountable and knowledge based if can address the ""camps"" issue.
92. The concept of having Councils communicating with membership directly seems to fill a void in the transparency that should prevail in AVMA actions. This Could stimulate even more participation by the voting members. The consideration of nominating committees seems interesting.
93. The concept of the general membership as a large constituent group is interesting.
94. This is not bad. I like the administrative functions done by staff
95. This is the model I am most in favor of. It is most in line with what is recommended in Harrison Coerver's book ""Race for Relevance"", which is an excellent book on moving association governance forward.
96. This model seems to offer representation to the smaller subgroups of the veterinary profession. I like that regional representation is minimized or eliminated.
97. This plan does a good job of providing the general membership with voting rights while still ensuring that those elected will be familiar with the issues.
98. Transparent and open. Public partnership networking. Students involved all around. Membership engagement & input improved. Transparent. More membership involvement. Public Council Input.
99. Utilize staff talents and resources--empowerment No HOD! No VP! (good things) Geography not a factor in BOD Positions AVMA as an ""umbrella"" organization to the multifaceted areas of veterinary medicine No officers
100. Very cost effective.
101. Very streamline and allows for quick movement
102. Very streamlined that allows decisions and actions to be made quickly.
103. Would help move the profession towards goals desired by the majority of members. staff should be empowered in ALL structures, this is not limited in any of these models, but rather by the philosophy of those who lead the BOD

What are the disadvantages of Conceptual Model 8?

1. 1) Who selects the nominating committee? 2) No mention of officers or their election process
2. A staff directed organization rather than membership directed. There needs to be more membership and contingent organization direct involvement in the governance.
3. Again when everyone represents the general membership it is very hard for the "minor Species" vets to get their issues to the forefront.
4. An essential governance element of any professional organization is to establish a structure that maintains a balance of power between the governing bodies. AVMA's current structure with an Executive Board, a House of Delegates and the Judicial Council has maintained that balance very effectively for many decades. I consider Conceptual Model X totally unacceptable because all governing power is concentrated in the Board of Directors and if adopted would create a significant potential for bylaw changes, policy decisions and a dues structure that are not in the best interest of the membership. It is absolutely essential to have an organizational structure that maintains a balance of power.
5. Balance of power is shifted to AVMA staff. Membership apathy at every level would most likely prevail. Populous states would prevail. Little geographic balance - this representative of rather than for is a nice concept and should be strived for but this model is not the way to do it
6. Board should be bigger --15 or 18 since HOD eliminated. Not sure about councils by discipline versus subject area bringing all the right people together on a given subject
7. BOD appointing all standing committees and task forces.
8. BOD may not have a broad knowledge of the AVMA if all they have done prior is to serve on a council with a narrow focus.
9. Bring in lots of members on various committees.
10. Burden on BOD Big change
11. challenges to get new leaders
12. Conceptually has strengths. Some clarification of council function and staff as supporting councils (as is currently done with committees, rather than becoming staff-driven); addressing COE, trusts, etc.; maybe increase number on Board of Directors to address workload concerns; and clarification of responsibilities, structure, checks and balances could make this the most representative and nimble without losing expertise.
13. Councils have no method of communication amongst each other. No student representation.
14. current councils act as expert advisors but rarely do they communicate with the membership. our association has several members on different councils and the association has to elicit feedback from the council members. in this plan they would need to have much better communication. i doubt that would happen as those experts have 'full plates' as it is!
15. decisions made with speed and dictated without careful deliberation and consideration of effect
16. Depend on an engaged membership. The nominating committee has too much power, thus the organization would depend too heavily on a benevolent board- a board with an agenda could make poor policy decisions. Less balance than the current system.
17. Depends on having appropriate councils, which may not be the ones represented in this model
18. Don't see much member participation; unclear about size of Councils (1 rep/state VMA/council?)
19. Dramatic shift of power to membership at large. Concentrates power. Reduces individual member opportunity to participate. Inherent bias in the below question, as it inherently implies the current model is inadequate: How much of an improvement do you feel Conceptual Model 8 is over the current governance structure of the AVMA? Better would have been: Is Model 8 a better, worse or little changed governance structure than the current one?
20. Eliminates leaders with geographic expertise

What are the disadvantages of Conceptual Model 8? (continued)

21. Establishment of Councils would lead to divisiveness in the profession
22. Everything
23. Gives the staff a very big role. Membership participation as one super large group can be unfocused, messy, hard to usefully synthesize, and empowers the majority. Counsel participants likely to be from the "who you know", "in the loop" group.
24. HUGE make up without many clear define roles. Doesn't seem like there are checks to make sure non-AVMA members to have input. No visible leader
25. I am concerned Nominating Committees show some favoritism in their choices and recommendations, limiting opportunities for members. All depends on the integrity and open mindedness of the committee members.
26. I am not sure that this model completely eliminates the culture of political clout getting members into positions as much as I would like to see.
27. I do not think this model would work in reality: "ongoing engagement of members" is not really a strategy and, while the smaller group does allow for faster decision making, I do not think it will allow for the type of rational, even handed decision making required when dealing with a profession that is this diverse...
28. I fail to see how this concept is more transparent than the present structure. Nominating committee are past directors-danger of selecting clones BOD would need to have resources and and time to a national campaign if not done by districts. Reduces ability for state/allied association and small state involvement. No checks and balances. Volunteer opportunities limited and expensive to obtain.
29. I hesitate getting rid of HOD and replacing with councils/committees/task forces appointed by small group of people. Too much power in the hands of too few people.
30. I like 9 councils, but feel they should be subject matter councils, not professional discipline, e.,g Animal welfare and member services, not Food Animal and Companion Animal. How many a standing committees?
31. I liked this model best, but it is rather scary any time radical change has been incorporated. Do we really need to change a system that seemingly has worked for so long? I think we do....
32. I still am not sure how we get members in field involved and represented.
33. is there the nimbleness necessary to make timely decisions?
34. It is very hard for me to see how this would work. At present, my HOD member comes to local meetings and informs me of the current legislative issues. Is this going to be able to continue in this format? How would I be informed and emails may not be the best way to keep me informed.
35. It seems to rely on the membership stepping up to leadership roles, which can at times be difficult. I could see this burning out those who do tend to take leadership roles by relying on them heavily. It can also be difficult to maintain membership engagement, so that is something that is going to need to be actively pursued.
36. Just need to watch the balance
37. lack of face to face communication
38. Lack of HOD -Potential for "runaway" members -Sloppy as it stands
39. Less democratic. Nominating Committee will have too much power. Small states will loose representation.
40. Like many of the other proposed models, this one assumes that the average member will become well informed about controversial issues and will vote. How is a small number of people going to know enough of the 83,000 members to know who should be giving input. Who is appointing the 9 councils?
41. Lose connection with state VMAs; leadership may be derived from a few concentrated population centers, too many councils,

What are the disadvantages of Conceptual Model 8? (continued)

42. Loss of input from membership could occur. May not be best model for engagement by individual members.
43. May concentrate too much power in BOD.
44. May need additional staff; however, with the funds that seem to be saved in this model, additional staff may not be a problem at all.
45. Mix this with 7 and you might have something very powerful (also the "move at 21st century pace" makes it seem the "preferred choice"
46. Model may facilitate gathering of information from broad constituency base, but may not sufficiently prioritize subject expertise and perspectives of members (as compared with agendas of stakeholders) in the creation of policy? "Allied groups" as defined in the model differ from how they are currently described and some do not represent AVMA membership (e.g., NPPC, SAWA, Foreign VMAs). Overall may focus less on member responsiveness and expertise and may be more responsive to needs/desires of external stakeholders.
47. N/A
48. Need limits on the # of committees and time constraints as well.
49. Need to flesh out processes and controls.
50. Nine councils is not a substitute for each state having a voice in AVMA governance.
51. No discussion of moving the COE into a stand alone entity. No discussion of how we assure that the electorate is informed and engaged if they are allowed to vote.
52. no HOD
53. No HOD
54. No HOD. Organizational chart doesn't appear to be an improvement to me.
55. No HOD. The heart and soul of the membership. No check on EB, CEO, AVMA staff. This is a mistake.
56. No HOD. Will general membership be properly represented?
57. No HOD. Would the general membership really be as engaged as this model would suggest?
58. no improvement by complicating the BOD elections. Who is the nominating committee? Staff relegated to administrative functions shows a misunderstanding of the knowledge that staff brings to the table!
59. No indication of how members of councils are elected, how many are on a council?, BOD too small, BOD overwhelmed, tough sell, very complicated and difficult to explain how to implement,
60. No state VMA's rep. will greatly reduce interest in AVMA.
61. nominating committee likely to be too political--one of the biggest governance issues at present why does it have a treasurer?
62. Nominating committee.

What are the disadvantages of Conceptual Model 8? (continued)

63. Nomination by committee of ex Board members would add knowledge of the skills needed by volunteers, but also appears to be a narrow/closed society. Endorsement of BOD by councils may help members to vote on BOD, but could also create a beholden culture. Many aspects of the model remain unclear. The attempt to provide an identifiable place for some sectors of membership who currently do not feel represented or participatory is commendable (and in a structure more participatory than the HOD). However, as structured, it appears that the councils will result in different camps of mindsets and needs each advocating for their own needs, because each council make-up appears representative for rather than representative of. Better to have multidisciplinary committees where veterinarians gain understanding of one another and work in unified fashion behind a consensus agenda, supplemented by virtual input of colleagues. Currently we encounter camps of perspectives on the same issues, e.g., a public health view, a clinician view, an agricultural view, an environmental view, a welfare view...all of the same issue. Need to put these views in one room with auxiliary virtual member engagement and need to have good cross section to include the constituencies mentioned in the names of the proposed councils. Need to see greater emphasis on market and member research as issue identifier and resource. Mindset of membership at large as constituent group is highly desirable. Good for volunteers to volunteer on strategic objectives. Good to use task forces and some standing committees. Shows promise of engagement, accountable and knowledge based if can address the ""camps"" issue.
64. Nomination committee – problematic because must be previous board member. Nomination Committee ONLY ex-Board members. Tough sell due to big change. Lack of checks and balances.
65. none
66. none
67. None
68. none.
69. Not clear how the members of the council are chosen - best would be by a leadership advisory committee as in model #3
70. Not enough representation to the membership.
71. Not sure how the membership is really engage
72. Note that standing committees by definition are always filled and not appointed as necessary such as ad hoc and task forces.
73. Only one student Board of Directors representative
74. our field is too diverse to be limited to 9 segments no state's voice, too much control
75. Perhaps too much power in the Nominating Committee. More responsibility and time for BOD - may limit who can participate. No guarantee that general membership will actively engage nor engage equally across the spectrum of age, type of DVM, etc.
76. power in hands of small number. staff would end up running avma. members uninterested, uninformed, very difficult to educate on complicated problems when not sitting in room
77. power still concentrated 9 segments of veterinary medicine? no HOD which limits membership input not representative of membership
78. Pure democracies depend on heavy, continuous input from members. Not a good way to govern in a modern, complex world
79. Radical change-- hard to implement and sell.
80. removal of the HOD; loss of power of the advisory council; unknown whether SAVMA president will sit on the board or not

What are the disadvantages of Conceptual Model 8? (continued)

81. Removes HOD and thus loses strength of institutional memory. Members already have great opportunities for engagement with current structure. This concept will favor monopoly of small animal vets and will ignore the needs of others in the profession. The state constituent and allied groups represent the membership.
82. Retaining election of Directors by Geographic region or other smaller group (professional, whatever criteria) is important. No need to have general membership election for non-contested elections. Need clarity and details on how Council members would be selected and their size. Important to retain engagement by as many members as possible who are interested in the organizational function of AVMA. Broader membership rarely demonstrates interest in organizational governance. Need to retain a conduit from AVMA organizational structure and decision making to the existing state VMA's and other groups. Need opportunities for individuals to develop degrees of expertise in specific areas of organizational management.
83. slightly suspicious of the sound of the nominating committee--hope it's not sequestering power in the hands of a few
84. Small groups may become disenfranchised but that is better than the current model where large groups are becoming disenfranchised!
85. Small states will get lost. All the power is with very few people.
86. Smaller BOD - SAVMA representation? Will engagement of members be difficult
87. Staff is already empowered to perform administrative functions. Total elimination of representation based on geographic area and area of expertise is a disadvantage. Direct democracy is not always the best way to govern.
88. State VMA Council would be pretty large--change to regional VMA representatives? Nominating committee perpetuates the good ol' boy network of tapping next in line Should eliminate Treasurer--have CFO act in that capacity
89. still have central nomination and endorsement - not transparent
90. Still seems inefficient
91. Still unclear if SAVMA (as a Council) has a representative sit on the BOD.
92. Student involvement needs to be clarified Certain segments of the profession could be disenfranchised
93. stupid concept. eliminates most volunteer opportunities
94. That organizational chart is a bit difficult to understand
95. The Council concept is too nebulous to evaluate, but from the description some may be too big (representative from each state) or small (species group, specialty group). Would each Council have equal power/influence?
96. The councils are created on the wrong basis - segments of the profession and allied groups rather than on strategic/policy areas.
97. The elimination of the House of Delegates would probably reduce the benefit of the intended direct engagement of the member by a more intense communication.
98. The HOD is the representative body of the membership it should not be eliminated.
99. The HOD will have to recognize the value of change. The organization will have to embrace change (and risk) to head in this direction.
100. The idea isn't really flushed out well, lots of ambiguity built into the model. Lots of requirements put on the staff - would cause increase in amount of dues money that goes towards ""running"" the organization. Where is advocacy?
101. The plan calls for lots of logistical work making sure that all the members are involved.
102. This mode would be very demanding of BOD. Some members will feel disenfranchised.

What are the disadvantages of Conceptual Model 8? (continued)

103. This model could lead to certain geographic areas or practice types feeling shut out if they don't have some stellar individuals stepping up to the plate.
104. This model is similar to some other groups within the profession ie AAEP, What about overlap of constituencies, ie mixed practice.(rural practice)?
105. Those working with AVMA staff will need a voice in how effective they are assisting councils. Could be expensive for candidates to get elected with the national focus.
106. Too radical of a change. Too much could be lost in the process.
107. too small to be concentrated in the hands of 9 people.
108. Unclear as to how Councils would be created and how they would operate Reduced opportunity for networking. Appears to lack checks and balances. Appears to be complicated.
109. Unclear lines of communication.
110. Unsure as to whether or not the student representative sitting on the BOD can vote or not.
111. Very complicated structure. Membership is too large and busy to be "engaged.
112. Very dependant on membership participation; which would be ideal, but may not happen.
113. Whether we like it or not we are a profession of States representation. I meet with my State VMA not with my neighbouring VMA's. Thus I do not know the personality or ethic of vets in neighbouring States. This makes electing a representative that I have not met a difficult task. I am committed to working in organised Vet medicine and still find it hard to decide who to vote for in District elections. This change will make it even harder to connect the average AVMA member who is not engaged.
114. Who is the nominating committee?
115. Will we end up with good leaders or popular ones?
116. Wow--difficult to visualize, even visually Is AVMA Staff spread too thin and is direction too decentralized. Can AVMA speak with one voice in this model?

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force?

1. A huge proportion of the current staff workload goes to support over 30 councils and committees. Plus, there are redundancies between them, e.g., a recent issue required review by 5 or 6 committees/councils. WE MUST REDUCE THE NUMBER AND USE TOPIC SPECIFIC/TIME SPECIFIC TF's or Working Groups. 2. The current geographical District Directors on the EB needs to change. Some states, under current agreements, can go decades before one of their members could have an opportunity to serve on the EB. 3. The officers should be elected by the gen'l membership. This is necessary to overcome the real/perceived ""good ole boy"" network in the HOD. 4. The cost/benefit of a 136 member HOD is a losing proposition. the HOD currently is struggling to find meaningful issues. How much is the AVMA paying for each substantive issue considered by the HOD over the past 5 years. The answer is WAY TOO MUCH. Many/most delegates fail to report back to their parent org and rarely bring anything from their parent org to the whole HOD. Many delegates come to the meetings totally unprepared and unfamiliar with the few issues that are on their agenda. The HOD as it is currently functioning is nothing more than a way to sponsor delegates/alternates travel to convention in the summer and Chicago in January. Clearly there are great individuals in the HOD, but they are the exception and cannot overcome the inertia of the whole.
2. A smaller more efficient governance is a good idea but not at the expense of direct membership contributions. A suggestion is there be an 11 member BOD. The voting members would be the President, President-elect and 9 At-Large Members that would be elected by the membership from three general regions of the country. That being, 3 elected from the East Region, 3 from the Central region and 3 from the West region. The BOD would have the fiduciary responsibility, final policy review and oversight. The HOD would set policy related to the profession and retains other current functions plus by a 2/3 vote can override any established policy.
3. all these plans provide for increased transparency and are more efficient methods of decision making. however, i do not like the increased reliance on virtual communication. polls, surveys, etc universally show people do not participate. those that do usually are of extreme ends of the curve. the only way to get real feedback, imho, is to ask a person and watch and listen to their response. that can only be done by a ""larger"" body of knowledgeable and dedicated leaders. i personally am not concerned about my vote in the HOD, but i do think the HOD serves as 'foot soldiers' for the avma. they are in contact with the grass roots of the association. i do think delegates need to be more responsible and trained better to do that. i also think the resources of the avma are more likely to be recognized and utilized by its constituent associations when they are presented to them on at least an annual basis. those benefits are then carried back to the local associations. that's what will maintain a healthy and trusting relationship between the members and the association.
4. As the association for American veterinarians I want a system that is there to support us and to stop harming us. For such a massive operation I see little benefit.
5. AVMA is strengthened by better and more thorough presentation of the membership which is captured in some of these models. Allow members to vote directly for all those who represent them in the AVMA enables the membership to be better heard.
6. AVMA needs to move toward a more nimble and knowledge-based (expert) policy-making structure that provides multiple opportunities and formats for input and participation from AVMA members. Checks and balances need to be built into the system, but those checks and balances cannot be so cumbersome that decisions and projects become irrelevant by the time they are made/completed. Term limits, avoiding ""recycling"" of volunteers, and an effort to identify and address the differing needs of members representing all stages of the veterinary career will help ensure that more individuals from all of those stages will have opportunity and motive to engage.

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

7. AVMA sole purpose is to support its members. Less emphasis should be placed on AVMA as its own closed specialty culture.
 8. Be bold. Be leaders. Look to the future. The discussion of a staff-centric organization as a negative is wrong. We have a significant number of veterinarians on staff, and enough oversight by volunteers to keep our eye on the activities and services we need for the profession. The staff has been much more empowered under Ron DeHaven, and the output has been terrific. More is better.
 9. Change does not come easy, but we do need to look ahead and try to be open minded. AVMA has a big role in the global picture and we do need to be on the same page as others
 10. Change is needed for the AVMA of the future.
 11. Consider as priorities: 1. Direct election of officers by membership 2. Educate membership and VMAs on how website can be used to influence policy by making comments that are solutions and not just bitching. 3. Maintain HOD with emphasis on younger membership - install term limits at VMA level that are enforceable through set but also allow maturity of a member to assume leadership roles. A six year total term seems like enough - perhaps members number that engage in Council or Committee work would improve. 4. Keep the balance of power and not push more power into hands of AVMA staff and EB. Maintain balance through geographic distribution of EB members as it is now, Have each EB member work with specific staff to focus and be points of contact for items of strategic interest or AVMA goals. Many of the suggestions here seem to have been made by committee/summit participants who have a grudge (NJ!) or have no interest in anything but companion animal interests (AAHA). The AVMA has undergone changes in governance and has built bridges that are strong. The perception of old, fat, male fat men in charge is still assumed, but that is changing also in actual structure as well as attitude. We have good leaders - each has their strong points; each has their focus. 5. Officer structure needs to be maintained; that means working with students within reason but also working with a VP who is committed. Once students graduate, they often want to stay involved but that needs to start at the state VMA level also. 5. The word nimble sounds 14th century, which it is: Related to NIMBLE
Synonyms: alert, brainy, bright, brilliant, clever, exceptional, fast, hyperintelligent, keen, intelligent, quick, quick-witted, sharp, sharp-witted, smart, supersmart, ultrasmart Antonyms: airheaded, birdbrained, boneheaded, brain-dead, brainless, bubbleheaded, chuckleheaded, dense, dim, dim-witted, doltish, dopey (also dopy), dorky [slang], dull, dumb, dunderheaded, empty-headed, fatuous, gormless [chiefly British], half-witted, knuckleheaded, lamebrain (or lamebrained), lunkheaded, mindless, obtuse, opaque, pinheaded, senseless, simple, slow, slow-witted, soft, softheaded, stupid, thick, thickheaded, thick-witted, unbrilliant, unintelligent, unsmart, vacuous, weak-minded, witless As a policy review group, I ask the task force to not have the antonyms describe their actions.
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Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

12. Cost-effective is an additional attribute that members would value. Final structure should be inclusive of a professionally diverse profession, with private practice and public practice just being the first branch in a "tree" of many professional disciplines. There can be many and varying ways/places for the above to participate. The culture should be fun, rewarding, truthful, and inclusive. The role of market and member research should be enhanced. Camps of perspectives (each valuable) should be commingled into committees with multidisciplinary representation and further augmented by virtual member participants who can come/go/participate as they like. Committee work requires small groups focused on a matter, not large aggregates of the profession attempting to meet. Better for AVMA to be the trusted convenor of periodic forums to get input from inside and outside the profession, but for small work groups to accomplish the task focused committee work. We must not underestimate the need for an identifiable and accountable "go to" structure of volunteers to get the committee work (emphasis on policy development and member growth) accomplished in representative fashion. Utilize the professional staff effectively. Recognize the amount of staff resources that go into supporting/maintaining committees. For the staff to develop more products and services that are directly tangible to members, plus facilitate additional dialogue with a broader cadre of members participating virtually, the maintenance of the committees has to be reduced through fewer of these standing entities and emphasis on as needed, task based groups. This frees staff to do additional work. Remember that when contemplating forming committees based on strategic plan categories, that plans change and entity member terms have consistency, so flexibility would need to be worked into lengths of committee representation. There are also many important and urgent issues that fall outside the plan, given the breadth of our profession. We need a structure to deal with those issues in a timely way so that AVMA does not lose the influence we have had in many arenas. The right number and names of committees will take careful analysis. The committee structure is the work horse of AVMA policy development and will need careful examination. Coordination and information sharing between AVMA (staff and key leaders) and executive directors of state and allied organizations is important. Thank you for your work on this hugely important project. Very much appreciated!!
13. Current system is too political. If you aren't part of the system you have no real connection to AVMA. Doesn't seem fair that big states get all the political power either. Sick of seeing old white men as the board and most of the officers and most the HOD members frankly.
14. Do not eliminate a way for allied groups to have a voice. Election by general membership will be a disaster. Large animal groups are being less and less heard. Small animal vets would dominate every election by general membership. No way to balance areas of veterinary medicine without representation.
15. Don't be afraid to make bold changes. This is the time and we have the will to do it!
16. Don't forget about the majority vote, checks and balances - I understand trying to stream line things but going to fast can do just as much damage as taking time with a large group.
17. Don't forget the little guys from little states who aren't wedded to computers.
18. Enough good ideas to bake a tasty cake!

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

19. Enticing new and fresh faces should be a priority. Students should have a strong presence. Lack of member input could be avoided if elected HOD members spoke on behalf of their constituents- being a state VMA member should be a requirement. Finding people with TRUE areas of expertise is critical. Checks and balances are needed, however, to prevent hidden agendas. The flow of funding is complicated, and needs to be absolutely transparent. Term limits are necessary- move up or move out. Experience needs to be required to be on executive board. Virtual meetings are nice and important in today's world, but NOTHING will replace the physical meetings. They cannot be avoided completely. If you don't ""have time"" to meet in person- don't run for a position. This needs to be your priority.
20. Excellent and diverse menu of models. Increasing opportunities for Young members is important for the future.
21. Expand EC by popular and regional vote of membership. Retain HOD which would meet yearly in an advisory capacity to ED. Require HOD members to be part of various committees. Reduce the number, and expense of committees and refer some of their responsibility to Staff, such as MSC. Make the AVMAF a true foundation rather than an adjunct funding entity for the AVMA, AVMA should try to live within a budget and not create non-funded entities and projects.
22. General comments; 1. No model seeks to leverage State VMA leadership, Boards and members as an integral part of implementing AVMA policy. State VMAs could be integrated into an alliance-like structure and become deeply embedded in AVMA governance 2. No model seeks to embed a paid AVMA staff person as a state VMA liaison in each state's VMA BOD. This would integrate AVMA activity within each of the states. (HSUS, ASPCA and AHA as well as other national animal rights organizations do this exact thing, embedding paid staff in every state or at least region.) This would bring national advocacy down to the state level and state advocacy closer to the national level. 3. Relying so heavily on volunteer labor results in reliance on older, more accomplished individuals with the resources and time to volunteer. A corporate governance structure reduces opportunity (spaces) and motivation for volunteerism in AVMA 4. It takes time to understand the issues of the day in a mature way, as well as time to understand and be effective inside AVMA. The current leadership development process nurtures that process and does so from a full bench. The leaner that bench becomes the fewer individuals there are to choose from. 5. An organization of 81,500 members is not unreasonably governed when as many as 0.002 % of the membership are engaged in leadership (200/81,500 = 0.0024)
23. Great job everyone!
24. Here are items I feel are important to take into consideration. Our current structure is too laborious. It does not allow AVMA to position itself to be nimble now and in the future and is EXTREMELY costly. It would be interesting to see the amount of AVMA funds are spent on committees, councils, task forces, HOD and EB annually and their trend over the past 5 years to see if it is increasing. Are those costs necessary and sustainable for the organization to be more relevant? There is so much overlap between all the entities that sometimes it takes 3 different groups to review an issue. It appears that the HOD slows many processes. The current geographic focus on leadership does not unify the organization within the profession. I would suggest that Leaders be competency based, not based on their geographic location. All positions need term limits. I also like the concept of indicating that some positions are occupied by someone 15 years out. I can appreciate the historical knowledge however a younger, more diverse membership is the way the profession is going and our leadership should be reflective of the membership, otherwise I would begin to question relevancy.

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

25. HOD in some form should be retained, as it ensures broad representation from across the profession and the country. It also allows state VMA's to get direct updates on policy from our representatives. There should be some system of checks and balances between the BOD and HOD in regards to policy and fiduciary responsibility, such as supermajority veto powers. BOD and officers should be elected by general membership. Virtual meetings should be increased for cost savings.
26. HOD is too cumbersome and strapped by politics that are sometimes hurtful to the profession. Only two changes in delegates were made in the 30 years of my local Assoc. After finally getting voted out by younger members they quit. Younger members need the voice because they are the most impacted for the long term.
27. I am concerned overall that most of the models eliminate the HOD, placing ""power"" in the hands of a few. Even with the models where the leadership groups are directly elected by the membership, there is still a concentration of power that could result in decisions being made that do not reflect the will of the constituents.
28. I am so grateful to this task force and all the work you are doing! I am hoping you will combine some of the features of these models together, taking the best of each. It is important to de-emphasize geography and the political weight we have placed on more populated states. We must adjust our governance to be less political and more open--so many members would be shocked and appalled if they knew the vote trading and deals that are cut to get Council members and officers elected in the HOD. That is neither transparent nor fair. Many members see a lack of engagement when HOD members get into the House and NEVER LEAVE. If we want to engage recent graduates or emerging leaders then some of these people need to pack up and get out! As someone who isn't that far from growing out of my emerging leader status, there is a true glass ceiling here that is very tough to break, especially in certain geographic regions. I believe we must provide greater ability for members to have direct input on policy considerations and who their representative leaders will be. The current governance disenfranchises AVMA members who are not members of their state VMAs. We are under utilizing virtual and electronic means of meeting and decision-making in our committees and councils (and spending too much money on travel to get these groups together). The current structure of our committees and councils is too specialty specific--our membership is 2/3 companion animal veterinarians and they only represent about 20% of the slots on these entities. And many of these specific designated slots go vacant while SA veterinarians who desire participation have to wait and wait. And as we go forward, we can only be more effective if we decrease our reliance on member volunteers and empower our staff. The AVMA staff is second to none and the talent and experience in that building should not be suppressed by veterinarian member volunteers who are less qualified. AVMA staff works for its members and those who worry that there is a problem in yielding too much power to staff are idiots. We will always fight apathy in our members but the only way to get more member participation is to create more vehicles for them to participate (i.e. vote for officers or at-large EB members, comment periods for issues/policy decisions).
29. I appreciate AVMA undertaking this difficult task. Big changes are needed to make sure the AVMA is seen as a relevant and representative organization. Focus needs to be on making this organization into a group that is issue focused, not process focused.
30. I appreciate the opportunity review and comment on these options. I hope we have the fortitude to actually change our organization.
31. I believe that the SAVMA President should have a vote on the AVMA EB.

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

32. I can certainly appreciate the value of a start from scratch approach. This has provided a number of significantly different models however, more realistically, I feel that the challenge is to mesh a number of these ideas with our existing governance structure in order to make appropriate changes without a total disassembly. There are a number of problems with our existing governance model that still have not been addressed by this start from scratch approach. I feel that it would be of great benefit to list existing perceptual and identifiable deficiencies of our current governance model in determining if or how the proposed models would address them. Otherwise, we could be obtaining a new car and still sitting there with flats. I look forward to the continued pursuit of an improved governance model.
33. I do not think there is a major benefit to having an alternate delegate attend the HOD meetings. I feel that there are a few standing committees that should exist (CPC, Animal Welfare, Government Relations, and Finance) the rest could very well be Ad hoc formed from a glossary of qualified individuals in areas of expertise catalogued by staff. The COE obviously needs to exist either as a Council or trust. There needs to be a system that determines what policies go where not just at the discretion of the EB. I know that the HAC Chair has input in this but NO vote! I believe that General membership election of officers turns out to be a name recognition contest with little knowledge of performance at the leadership level. There is generally very poor participation in the district Board elections in relation to the population of veterinarians in an area and areas with large population states would tend to dominate should they choose. I feel that the downside of some of the good suggestions will be the ability to sell because of 1.) change, 2.) clarity of purpose, 3.) personal bias 4.) Fear of implementation problems, 5.) lack of ability to portray the plans' intricacies
34. I feel that the opinion of the future veterinarians of America, the veterinary students, should be sought during policy construction and implementation. I feel this will help get veterinarians involved in the activities of the AVMA at an earlier stage of their careers. When people are informed they are more likely to have an opinion and valuable input to the decisions that are made for and by the AVMA. Thank you for your consideration. -St. Matthew's University veterinary student
35. I found all the information on the 8 different concepts hard to decipher. There was not a lot of lead time to know about the webinar. I watched a replay of the webinar and did not find that the webinar helped me understand each model. It was not presented plainly enough for me. I believe there should be term limits for any model that has elected leaders. Model 1 with term limits made most sense to me.
36. I get the impression that the AVMA or members are a bit frustrated with the time it takes to get things done. I am concerned that individual members will not take the time to get educated and thus vote on many of the individuals needed for these above 'member voted' models. I come from a less populated state and want my state represented in this board. I feel a bit under-educated in this process. I agree that 'stream lining' would help get things done. I just don't understand how the communication will happen in all of these changed models. Good luck and thank you for all that you do!
37. I have no problem with the current structure, other than that more direct (virtual, with comprehensive alerts and reasonable deadlines) member input on policies is needed and committee membership should be based on subject matter expertise, not just on nomination by a particular sector of vet med. Sector representation is important, but it should not be the only criterion. I did not have sufficient time to look into the details to evaluate these proposals adequately, so take my evaluations for what you think they're worth. Hopefully, the comments are at least illustrative of the direction I'd like to see the AVMA going.
38. I haven't really taken the time to think about AVMA governance historically but I am glad that I am being asked my opinion.

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

39. I like the current governance model with the exception of term limits for HOD. We have members of HOD who have been there for over 20 years. This is ridiculous. The terms should be 3 year terms and only one succession allowed, hence a max of 6 years would be allowed on HOD. Leave the rest of the AVMA governance as is.
40. I like the EB and HOD, but changes need to be made in regard to clarifying (and following - otherwise have consequences) roles/responsibilities. The HOD needs to have term limits and the Alt Delegate needs to have graduated within the last 15 years - ensures new blood.
41. I like the HOD in that it gives each state VMA a direct voice in AVMA governance. However, I think term limits are a really good idea. If we had those, the HOP might start to actually look like the demographics of veterinary medicine today.
42. I prefer the concept of general membership electing a group which then SELECTS the BOD. This worked well in the U.S. electoral college until we decided the delegates were ""obligated"" to vote a certain way rather than voting as their conscience and knowledge directed them.,
43. I really want to see more direct elections, encouragement to include recent grads (and I define recent grads as within 5-10 years of graduation), more virtual communication, a closer and more accountable representative (for example, I want my rep to provide a report to all constituents after each meeting so I can better understand how leaders arrived at decisions, and provide phone and e-mail info so I can contact him/her). I want to see less influence from special interest groups and more transparency in how decisions are made.
44. I think it is incredibly important to maintain student representation on whatever EB/BOD/HOD is put into place. A voting position is crucial, so that students' voices - the voices of the future of our profession - can be heard.
45. I think many of the models sacrifice inclusion for the desire to move at a faster pace. There needs to be a balance between these factors or diversity of opinion will be lost. One of the great things about AVMA is the opportunity to participate and give back to the profession. Eliminating the HOD and councils suggests limiting opportunities for engagement. Finally, the models generally seem to focus on process and content. The issue of relationships seems less important. Paying less attention to the relationship part or the human interaction part will make the organization faster but not necessarily better.
46. I think streamlining avma is important. We still need checks and balances. Need experience minds, people with knowledge of history. Need input from broad segment of profession
47. I think the current structure is just fine. We just need to clarify who is the decision making body (veterinary oath as an example). We do not need to throw out the baby with the bath water. Also, we really can not be an effective organization if we try to do everything via email and the internet. How can you really get to know someone via the computer. You can not really exchange ideas via a computer. Human to human discourse is priceless.
48. I think the current system with the EB and HOD serves the AVMA well and allows for equal representation of all veterinarians. We should concentrate on improving communication between the HOD and the EB, so that we can become a more nimble organization.
49. I think we should approach this very carefully and patiently. I know people have worked long and hard to improve things and in most cases change is good. However, I think we'd better be very certain a complete reorganization is necessary to improve the AVMA.
50. I think you can tell from my comments that I think that it is important to obtain a student voice in both the HOD and the EB. We need to know what the future of the profession is needing and/or thinking and they need to be able to provide input into their future as well. I am a delegate for the Mississippi State University for SAVMA House of Delegates and am beyond happy that this task force took the time to listen to the students' point of view!!

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

51. I understand that there is a desire to change governance but I do not see where any of the models proposed offer as much discussion, interaction and exchange of ideas as are found in the current structure. Most of the models proposed would represent a homogeneous group of members well. However, the veterinary profession is so diverse in its membership and the range of members is so large that I don't think any of these models allows for respectful input from this diverse population. AVMA has steadily increased its membership over the past few years, yet a change in structure and focus may lead to disenfranchising many of the members. If this organization increases its anti-food animal stance, then I will have to end my 36 year membership. We seem to be on a train with a narrow focus companion animal vegetarian veterinarian at the controls who sees the world in black and white. I prefer to see a world of tolerance where many veterinarians of different backgrounds provide input in their areas of special knowledge and we work together to provide excellent veterinary care for a large diverse client population. Yes, my cats live both inside and out as they choose, and yes, they eat raw mice, garter snakes and grasshoppers without causing disease in any of their human associates.
 52. I want our representatives to come from the states and represent their home states. I want our representatives to elect our leaders (Pres. - Board of Directors).
 53. I would like to thank the AGTF for all of their hard work on this enormous project. The thought of eliminating the HOD completely makes me uncomfortable because I think you would the link of the AVMA back to its members. I know we have all heard members wonder what the AVMA is doing for them and one of the responsibilities of our Delegates and Alternate Delegates is to relay that information back to the state or allied group members.
 54. I'm a little unclear on some of the terminology--what's the difference between committees, task forces, policy groups etc.
 55. If it isn't broke, don't fix it, If it is not working, just fix what is broken don't replace the whole thing.
 56. If officers are elected by the general membership than a nominating committee should narrow and vet the candidates prior to a general election.
 57. In order to have effective leadership at the executive level it is important that the structure of the AVMA allow volunteer members to develop a broad understanding of the of the organization and the diversity of the members it serves. Our present structure has provided us with path which has proven to develop extraordinary leadership. Several of the new models although more streamline or nimble, fail to expose volunteers to that breadth of knowledge prior to the time they would be eligible to be a candidate for the EB.
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Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

58. In the interest of disclosure, my opinions are from the experience/bias of serving on the AVMA's Animal Welfare Committee (AWC) over the last 5 years. I am unable to support a model that includes the House of Delegates in its present or similar form. The HOD has not worked effectively. In large part, the large number of individuals involved is probably an obstacle to effective production. Of more concern to me, is that positions that are adopted by HOD delegates are often political, incompletely informed, or agenda based. If the AVMA is to be known as a reliable, knowledge-based organization that is recognized for its expertise and balance, it cannot make decisions based on the HOD model. Within the AWC, knowledgeable professionals, within a productive 'culture' are able to share information, consider unintended consequences in balance with benefits (a big consideration that is often overlooked in a political environment, such as the HOD), and rationally come to reasonable decisions that are science-based, to the extent possible. In particular, because some decisions require selecting the lesser evil when ideal options don't exist, it is important to fully consider the alternatives and be in a setting where the group's members can vote their conscious, rather than a preset agenda. In a more intimate and calmer environment, minority perspectives are more likely to receive fair consideration. This is important, because minority interests must be respected if the AVMA is going to include and represent the profession, at large. More importantly, the expertise of the minority and/or other specialists, regardless of how this is defined, is important for basing sound decisions for many issues. This is not going to happen in a HOD where the expertise is limited for some issues, and true dialogue appears to be limited. Without the careful consideration possible in smaller groups, more courageous (and correct, in my opinion) and carefully considered decisions, such as support of the recent egg producers and HSUS agreement will not occur. In addition, in smaller groups, you are more likely to have individuals that are motivated to read and consider the available information. In contrast, the AWC received feedback that indicated that the HOD was unfamiliar with what they did, when there were options that interested HOD delegates could (should) have used to be informed of AWC activities. While this might be our (AWC) limitation, as well, it suggests that at least some HOD members are not even reading JAVMA to stay current. This creates obstacles, again, for the AVMA to be accountable and knowledge-based. I have seen similar examples of state VMAs making policy decisions when they had not even read material available from the national AVMA that could provide a starting point for making a knowledge or evidence-based decision. An additional point for supporting smaller groups engaged in rational discussion is the opportunity to change ones opinion according to the evidence, rather than an agenda. I have thought that I was familiar with some issues, discovered I was wrong, and changed my opinion/vote accordingly. I don't think that is as likely in a large, politicized HOD setting. Consequently, the expenses associated with large HOD meetings are also questionable expenditures. Two other points that need to be considered are working group's culture and the individuals on various committees, boards, etc., because without attention to this, any organizational model runs greater risks of "failure" (however this is defined). I have been impressed with the AWC's ability to keep an open mind and consider a variety of information, while still being focused on achieving an outcome. Some of the other committees that we have interfaced with seem to function like this. However, one committee appears to wallow in details and be unable to focus on achieving an end-point, and another committee that we have interacted with appears to have a rigid agenda-

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

59. Including students in the governance is very important. We do care about the future of our profession, we do care about the policies that are going to affect us upon graduation, and we do not want to be left out of any decisions that will be made. The AVMA is not voting on decisions that will affect us 20 or 30 years in the future, they are 4 or less short years from becoming our future to becoming our reality. We should have a say.
60. It is a tough assignment > open leadership opportunities to a much larger number of members (not having to ""wait their turn"") to get a larger pool of knowledge on which to draw, yet assuring the integrity and expertise of the leadership core. Somehow we need to devise a model that will truly assure leadership represents the demographics of the profession and of society. That would be one of the most important outcomes from this exercise because if left to current governance, it will still take YEARS to change. Good luck and thank you for taking on this very challenging and important task!!
61. It is absolutely essential that if any changes are made in AVMA's organizational structure that a balance of power be maintained. Checks and balances are a core element of any healthy, progressive and transparent professional organization
62. It is absolutely imperative that students and recent graduates be regarded as equals in whatever governance structure the AVMA eventually adopts. The old-boys-network needs to disappear or we will not be changing anything for the better. Good luck, people fear change.
63. It is important to have a governance structure that engages membership, emerging leaders, state VMAs and allied groups. There are improvements within each proposed model that, if pulled out and used to create a ""ninth"" model, could provide flexibility, communication, and transparency.
64. it is my belief that the more volunteers which this association invites into its decision making process, the better. Such participation keeps the AVMA alive, involved, in touch, and communicating with the membership(transparency). I don't mind term limits to get rid of the dead weight. The 2 power structure of HOD and EB allows each state to be represented equally. Perhaps change the Bylaws to give the HOD better defined 'authority' .
65. It would be nice to know what other organizations these were patterned on so we could talk to them as individuals and see the pros and cons
66. Keep a way to make sure small states have representation.
67. Keep up the good work!
68. May not need sweeping changes. May be biting off too much and choking with the task. The 8 models are too specific. Probably a hybrid method would be good. Take input from the 8 models and just give bullet points on feedback for each item. These bullet points can then be tackled one at a time for their merit and changes can occur that way. Making too quick of a change leads to possible increased errors in judgement. While the task force is trying to tackle a BIG AGENDA, maybe just some summary bullet comments and not a specific plan is needed at this time. Stay withing the mission of what was asked in the resolution for governance review.
69. Membership can be involved in elections, general policy positions with electronic balloting etc. More nimble leadership is needed.
70. Must still be membership driven not staff driven.
71. My experience in my state VMA's governance was good and it helped me see the importance of having a staff that does what needs to be done and doesn't rely only on volunteers who can drop the ball or be there just to hear themselves speak and feel important. I have not participated in AVMA governance because the last thing I want to do with my free time is deal with all the political stuff that goes on--I am better than that. I would like to see my dues put to good use, not spent on flying around a bunch of people who are volunteers and not getting much done.

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

72. My hat is off to you for attempting this daunting task. All associations are in the ""Race for Relevance."" Do not let the forces that would maintain the status quo prevent you from moving forward. At some point it would be nice to have models that survive this cut on a chart with the tenets of each proposed structure compared side by side. Thank you for the opportunity to comment.
73. My thoughts: 1.) Much of what is needed involves clearer expectations from each AVMA person - volunteers, paid staff, and elected/appointed leaders. Less than 100% participation in a timely manner should result in the person warned and replaced. Having said that, I truly believe everyone would do the work if better guided (leadership/expectations issue) and job description clearer. 2.) AVMA web site (and IT) still needs more work such that information (data) disseminated and retrieved is easy, concise, and makes life easier. 3.) Cost (and possibly revenue streams) can be (should be) reduced and meetings can be streamlined and perhaps meet live only yearly. But cost by itself itself should not be a reason to gut the volunteer force that powers the AVMA. 4.) We should remain a representative democratic organization but reach out better by limiting terms, providing and expecting more feedback from members, having clear expectations of all members (new members are ignored and have too great a learning curve due to poor information from AVMA), and following a clear and constantly updated mission. 5.) Whatever goals are finalized and restructuring is agreed on, it needs to be done in a manner of phasing in and designed for more changes down the road.
74. N/A
75. need some way to integrate AVMA into State VMA and use State VMAs in AVMA governance
76. Need to guard about going to the extremes one way or the other. To little input lead to inbreeding. Toom much leads to being to slow to move.
77. need to have option to retain current structure
78. Need to keep large numbers of members involved in committees and input. Council election by HOD must be eliminated so that committee input can be vetted to appropriate member input.
79. none
80. Please do not negate or exclude the voices of the SAVMA delegates as they are the future of the profession. The SAVMA delegates should have a voice and continuing position even if the HOD is eliminated.
81. Please don't through out the baby with the bath water! The AVMA has made great strides in recent years in improving nimbleness and increasing general membership participation.

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

82. Please, it is absolutely critical that the Governance TF focus on the 2020 Vision elements. They got it extremely right! Let's make this vision happen. The HOD needs to understand the future possibilities and let go of the past model in order to see the advantages of the non-HOD options to engage membership and unify the many veterinary organizations in the country through policy work of the AVMA -- not through a HOD political structure. The future governance needs to lead towards achieving an AVMA that satisfies the 2020 vision as follows: By 2020, AVMA should have:
- Achieved a new level of social responsibility and helped meet societal needs;
 - Become more influential – externally focused, spanned boundaries, and sparked a new public awareness of the profession's many contributions to society;
 - Helped drive improved economic performance and long-term financial stability for the entire profession;
 - Balanced its relationships with an increasingly complex and more diverse profession and group of stakeholders as the convener/facilitator leader to address critical issues;
 - Become global in perspective and actions;
 - Retained and gained new members by creating personalized services and portals that provide products and information anytime and anywhere for both AVMA members and the public;
 - Reflected the changing demographic, ethnic and generational differences of society and actively engaged more women in leadership roles;
 - Leveraged and adopted remarkable advances in technology that improve communications, education, connectivity, and engagement;
 - Governed, operated and made decisions and policies in a transparent, inclusive, and more democratized manner;
 - Created a special culture that is collaborative, customer-focused, forward-leaning, innovative, nimble, and inclusive;
 - Ensured it has the capacity to be knowledge-based, proactive, and responsive on critical issues
83. Realistically, do we really think the HOD will vote themselves out of existence???
84. Students represent 1/9th of the AVMA members and they are the future of the profession, let their voice be heard and allow students to have a vote of significance in the future.
85. Students should have a voice in the AVMA--this is very important to the future of the profession.
86. Thank you all so much for your hard work and thoughtful consideration of AVMA governance. Regardless of the model that we choose/ fine-tune, I believe that there are some great challenges to our current model. We MUST have leaders that are capable and willing to communicate via conference calls/interweb on a regular basis. (If you don't understand SharePoint and choose not to utilize the available assistance/tutorials, you cannot be an effective/timely AVMA leader.) There are a lot of inevitable personal costs (and tremendous personal benefits) associated with AVMA HOD leadership/travel. I believe that the HOD position could be cost prohibitive to some. I believe that we should promote competency based decisions. I hope that we have tremendous member input on this important task. Thanks again for everything!
87. Thank you for your time and efforts to examine the issue and providing a variety of options. Change is needed, transparency and member engagement is needed. You have given us good options.
88. Thank you so much for all your hard work - this is mind boggling what you have done already.
89. Thank you so very much for allowing students to become informed on the process and allowing us to provide input. Many of these proposed re-structure plans sound very interesting. After reviewing all of the materials and watching Dr. Aspros' personal message, my top choice for re-structuring would be #1, followed by #8 and #7. Thank you again for allowing veterinary student input!

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

90. Thanks for giving us opportunity to give input. At the end of the day, I would ask the task force what are the main issues that they are trying to address. For example, many of the models seemed to explore quick decision making etc, which is good for business, but not necessarily for policy of an organization. I would ask the task force to publish what the main criteria or areas that appeared to need being changed. This information would greatly help in identifying pros and cons of systems that are very foreign. Thanks again.
91. The AVMA is perceived by many members as not being responsive to member needs, being highly political, and not representing the profession. I am not sure which of these proposals best addresses these concerns, but I would applaud any changes that are enacted in response to these (at least perceived) limitations of the organization.
92. The AVMA is recognized as one of the best professional associations in America and certainly the best veterinary association in the world. Governance is a model to be tweaked and molded not tossed out and replaced. That is the difference between improvement and revolution. We have been making incremental changes to improve the AVMA but now seem to be rushing to through out the baby with the bath water. It seems that the cost of the HOD and Councils is the greatest concern and perhaps we work on using technology to reduce costs but the value of meeting face to face can not be dismissed. Some of the best ideas ever conceived in the AVMA came from after hour social sessions where members bounced ideas off each other with out fear of having the idea mocked on the web. Unless we can no longer afford to meet the way we are doing now I do not see these models as improvements.
93. The biggest issue that needs to be addressed is getting more direct member input. I would bet that many members don't know who represent them in the AVMA i.e. HOD and EB. If I had not attended the VLC in Chicago this past year, I wouldn't know who represented my state. I think the HOD should remain-I like the idea of every state and allied organization being represented. Those 8 proposals are very confusing-especially those flow charts. I cannot make a decision.
94. The existence and responsibilities of the HOD are inappropriate, expensive and serve nothing other than generate controversy, bad decisions and big egos
95. The value of day to day activities by AVMA expert volunteers (currently serving on Councils and Committees) must be understood and somehow replicated in any new models whether replaced by online working groups or task forces. Additionally the amount of decisions AVMA is required to make on short deadlines and quick turn arounds continues to increase and are a fact of business in the electronic age. To maintain our relevance and effectiveness the Association MUST be able to act quickly and accurately assessing all available information. Waiting for responses and moving crucial decisions through multiple pathways is slow and very inefficient and fails to allow progress and action.
96. There is a very important voice that is still not being completely heard in the AVMA - that of the students. I believe that the SAVMA President should get a vote in the Board of Directors/Executive Board (depending on which concept is followed through with). The students are the future of the profession and have more ability to network, find out information and bounce ideas off of colleagues and professional than most veterinarians already in the profession do. I believe that these opinions, though sometimes being heard through the Vice President, need to come directly from the students themselves. I don't believe we need a figure-head (the VP) to give our opinion for us. It is time the students had a say.

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

97. there is nothing really addressed about the complete lack of proportional representation - since I have been a member of AVMA - always the same ""old white guys"" in charge which really does not reflect our profession at this time. There has been a round robin in my state/district for the same representatives - this may reflect the apathy of the vets at large but there is not really a push to engage new/er veterinarians and the ""establishment"" is slow and elephantine. I applaud the need to move to a more agile arrangement but from the interactions with older vets they do not see the need to change and veterinary medicine 2.0 has been and passed us by as a profession - I can say that AVMA membership is not really useful I only have it as a job perk - if I was paying myself I would not have this as there is no real value. Where our clients need to see value with our service then the AVMA needs to stand up for us a profession - not seen much of this in the last 18 years and they need to help veterinarians change with the times instead of crying about ""loss of pharmacy"" etc.
98. There was not enough time allowed for public comment. The deadline should have been extended beyond Sept. 30. The Vice President, or an office specifically assigned as student liaison, needs to be retained. This function should not be left solely to staff. The Treasurer, member oversight of finances, needs to be retained. Fiduciary duty should not be left solely to staff. AVMA is a non-profit member driven association. It may not be in our best interests to try and run AVMA like a for-profit corporation, all in the name of efficiency. Before we base our whole government on virtual participation, it would be advisable to obtain some statistics on what level of participation is expected. Is it possible to ask AAHA what percentage of their members voted in their most recent virtual presidential election? Would VIN share statistics on their member participation on blogs, CE courses, etc? Over dependence on virtual communication is a disadvantage. There are advantages to in-person meetings. If the reference committees were re-organized, that would be an advantage. The main advantage of reference committees at this time is that there is some time allowed for discussion and airing of ideas. Many individuals feel more comfortable voicing their opinions in a smaller forum than on the floor of the House. Again, personal meetings are an advantage. Power should not be concentrated in the EB and AVMA staff. Ad hoc committees and task forces are excellent for investigating specific issues. However, the elimination of standing committees would cause the AVMA to be too reactive and not pro active. The job of standing committees is to identify emerging issues, evaluate them, and make recommendations on them. None of the proposed models addressed the weighted vote in the HoD. ""Politics"" is still a concern in these models.
99. This is a long-overdue and much-needed discussion. It is difficult to navigate to this point on the website. I think this should be either emailed or US mailed to every current AVMA member. That way would be much more democratic - and not just solicit those AVMA members who are already ""in the club"" so to speak - serving in some advisory/leadership capacity now.
100. This job is obviously a huge task. It is very difficult to envision each of the models without the intense lectures and general knowledge the members involved must have received prior to creating the models. The assumption seems to be that the structure of the AVMA governance has to change rather than just the methods. I would think changing to virtual meetings, and updating to more modern methods of communication alone would help greatly, Not sure that everything needs to be redone from the top down.
101. This needs to come back to membership with fewer choices. As it is, it is overwhelming and far too time consuming for me to feel well educated.

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

102. This was a very difficult thing to consider. We can definitely appreciate all the work that is going into consideration of the changes. Only the group that has had some tutoring in governance may really be helpful on this. I agree with the most recent comments on e-mails, that maybe we would be better off, just tweaking the current structure and fixing the areas that many think are broken. Although I can appreciate the idealistic approach of starting from scratch to create a new and wonderful governance that was exactly what we needed, I am not sure that is possible. As veterinarians seem to be creatures of habit, we may be more comfortable keeping a very similar structure and improving it by defining the lines of power, and using technology to make us more nimble and responsive. Thank you for inviting us to participate.
103. Took years to come up with current governance structure. There can be changes, but should be modest and gradual. These models are very drastic and could be devastating to the organization. Be cautious. The future is not so bleak that we need to move so quickly to make such major changes.
104. Unfortunately this Task Force has lost sight of the member's viewpoint of the current AVMA governance. The HOD is the closest body which represents the members. The BOD certainly does not as there are too many political strings involved to be part of the BOD and any higher level of AVMA leadership which is why many younger members see the AVMA as outdated. There must be a straight forward/transparent pathway for members and limited to a select/hand picked group does not meet this idea.
105. Very, very few members understand the working of the AVMA and its governance in its current iteration. To be effective, it should be understandable by those who wish to use it. Leaders should be selected by competence and expertise as judged by the membership, rather than good old boy politics and under the table alliances by a select few.
106. Vice President Position should be maintained as it is HOD Should remain as it is having the state or allied organization decide how to select. We should maintain two face to face meetings a year. We could have two others in a virtual meeting. Year round Reference Committee work is a good idea. Yes more work for the volunteers. HOD members should receive more direct information from Councils, Task Forces etc. There should be a viable search for opinions from the HOD, as well as the Voting Members on matters before the Association. There should be an augmented effort to engage the voting member in the research and decision making process of our profession and association matters.
107. we must be member centric, not driven by what we think is best
108. We really need to advance to "one member – one voice," especially with all the existing technology that will allow us to do that if the existing governance could just recognize it. We shouldn't keep doing things the same way just because that's the way we've always done it. Ignoring easier, more efficient, or more accurate means is a tremendous waste of resource and knowledge. If the nation can elect the next American Idol electronically, then each AVMA member should be able to directly participate in electing the AVMA leadership as well as voicing opinions on issues. The HOD seems to be functionality and efficiency impaired, and it needs to be eliminated.
109. Well done!
110. what is so wrong with the present system ?

Are there any additional thoughts about AVMA governance structure, process or culture that you would like to share with the AVMA Governance Task Force? (continued)

111. While there are some good ideas contained within the models, I see no model that In my opinion would be better than current structure. While the intent of these models is to be more transparent, open to membership, and have greater flexibility, in my opinion some of the models would have the opposite outcome, concentrating decision making into fewer hands, reducing the ability of state/allied association which I think would weaken organized veterinary medicine and the profession as a whole, and limiting opportunities for those people with limited time and resources. I think our current structure could be improved with ideas taken from various models,
 112. Would like to see final product one that combines the positives from several of the options provided.
 113. Would like to see the five factors from this survey of engaging, nimble, knowledge based, accountable, and transparent be used as weighted factors in a decision matrix to compare the eight models, thank you for your efforts!!!
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