

Beef Board Responsibilities	Current Procedures	Recommended Changes to Beef Board Procedures
1. Select officers.	The Cattlemen's Beef Board Nominating Committee nominates officer candidates, Executive Committee members and Operating Committee members. The full Beef Board votes on all nominees and may nominate candidates from the floor during the voting process. The Cattlemen's Beef Board Chair selects the members of the nominating committee with input from the other Cattlemen's Beef Board officers considering geography and industry segment. A chair of the committee shall also be selected by the seven members of the committee. The committee shall recommend a slate of nominees to the Board.	No change from current procedure.
2. Develop and implement plans, projects, and budgets.	Participate in a Cattlemen's Beef Board and Federation planning process to develop plans, projects and budgets.	The Cattlemen's Beef Board and the Federation of State Beef Councils will jointly develop annual plans and priorities, in accordance with checkoff-appropriate strategies within the Industry Long Range Plan. QSBCs and contractors will have input on the checkoff's plans and priorities. The Budget Committee will consist of Cattlemen's Beef Board and Federation of State Beef Councils members for the purpose of review and approval of all national checkoff budgets.
3. Design committee structure.	Since 1996, the Cattlemen's Beef Board has participated in a joint committee structure for planning, budgeting, programs and evaluation. The design of the committee structure and appointment of members has also been a joint process with the the Cattlemen's Beef Board and NCBA officers jointly making the decisions on committee leadership.	Joint checkoff committees will have Federation of State Beef Councils and Cattlemen's Beef Board representation. Qualified State Beef Councils should be encouraged to submit, to the Federation of State Beef Councils, additional candidates who are not on the Federation of State Beef Councils board, to obtain a seat on the committees. Cattlemen's Beef Board officers will choose Cattlemen's Beef Board committee members. The Operating Committee chair and vice chair will choose the chair and vice chair of each committee, which may be from either the Federation of State Beef Councils or the Cattlemen's Beef Board. Committees are open meetings, and all industry participants are encouraged to attend and participate. Only committee members may vote.
4. Administer provisions of Act, Order, and regulations.	The Cattlemen's Beef Board's Executive Committee and Audit Committee ensure the Cattlemen's Beef Board properly administers the Act, Order and regulations.	No change from current procedure.
5. Develop and implement contracts, bylaws, and board policies.	The Cattlemen's Beef Board's Executive Committee and staff develop and implement contracts, bylaws and board policies, with Beef Board approval. The Operating Committee and The Cattlemen's Beef Board staff develop and implement OC contracts with Executive Committee oversight.	No change from current procedure.
6. Recommend approval of budgets to the Secretary of Agriculture.	The Cattlemen's Beef Board Executive Committee recommends the Board's budgets to the Secretary for approval.	The Cattlemen's Beef Board will review all program plans and budgets funded by the Operating Committee.

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7. Align programs and funding in accordance with the Board's strategic plan.	The Cattlemen's Beef Board currently participates in the industry long-range plan, as well as a joint committee process, to develop annual plans/priorities and align programs and funding with those plans.	The Cattlemen's Beef Board and Federation of State Beef Councils should adhere to the Beef Industry Long Range Plan to develop priorities for checkoff program work annually. The annual planning process should include all checkoff contractors. Industry Long Range Planning Committees should always include all segments and major viewpoints of the industry. The Cattlemen's Beef Board and the Federation of State Beef Councils shall work together, and in alignment with the Industry Long Range Plan, to develop annual checkoff priorities. Input should be solicited from all Qualified State Beef Councils and all checkoff contractors during the planning process.
8. Receive and investigate complaints of violations.	The Cattlemen's Beef Board Executive Committee receives and investigates complaints of violations.	No change from current procedure.
9. Recommend program changes to the Secretary.	The Board may periodically recommend changes to the Secretary. This process was most recently completed in January 2009.	No change from current procedure.
10a. Ensure funds collected under the program are only used for activities authorized under the Act and Order (funds expended by the Board).	The Board's Audit Committee ensures the Board's funds are used in accordance with the Act, Order and guidelines through annual audits by a CPA firm.	No change from current procedure.
10b. Ensure funds collected under the program are only used for activities authorized under the Act and Order (checkoff funds expended by the Board's contractors).	10b. The Board's Executive Committee ensures that contractor expenditure of checkoff funds comply with the Act, Order, guidelines and approved contracts/ARs through review of invoices and periodic compliance reviews. In addition, the Board and USDA/AMS both have guidelines which specify eligible and ineligible uses of checkoff funds.	No change from current procedure.
10c. Ensure funds collected under the program are only used for activities authorized under the Act and Order (checkoff funds expended by Qualified State Beef Councils).	The Board's Executive Committee ensures checkoff funds at Qualified State Beef Councils are used in accordance with the Act, Order and guidelines by reviewing annual marketing plans and audited financial statements, as well as conducting financial and procedural reviews of at least ten QSBCs each year. In addition, the Board and USDA/AMS both have guidelines which specify eligible and ineligible uses of checkoff funds.	No change from current procedure.

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10d. Ensure funds collected under the program are only used for activities authorized under the Act and Order (checkoff funds expended by the Federation of State Beef Councils).	The Board's Executive Committee ensures checkoff funds at the Federation of State Beef Councils are used in accordance with the Act, Order and guidelines through review of NCBA's invoices to the Cattlemen's Beef Board each month and by reviewing Federation of State Beef Councils expenditures on a monthly basis. In addition, the Board and USDA/AMS both have guidelines which specify eligible and ineligible uses of checkoff funds.	No change from current procedure.
11. Ensure funds are not used to influence government policy or action- - NO LOBBYING with checkoff dollars.	The Cattlemen's Beef Board uses the same procedures detailed in 10a. - 10d. to ensure checkoff funds are not used to influence government policy or action.	No change from current procedure
12. Appointed by the Secretary of Agriculture and a representative of USDA.	The Executive Committee ensures that all Board members operate as representatives of USDA. Cattlemen's Beef Board members sign conflict-of-interest forms annually.	No change from current procedure.
13. Take responsibilities seriously and perform them to the best of Board members' abilities.	The Executive Committee ensures that all Board members operate as representatives of USDA.	No change from current procedure.
14. Make decisions based on what will have a positive impact on the entire industry.	Under the oversight of USDA, the Executive Committee and Operating Committee are responsible for making decisions that will have a positive impact on the entire industry.	No change from current procedure.
15. Decisions must not be based on personal interest, special interest of other organizations; State or regional interest of committees that you represent.	Under the oversight of USDA, the Executive Committee is responsible for ensuring decisions are not based on members' personal interest, special interests of other organizations, state or regional interest or committees on which members serve.	No change from current procedure.
16. Board members must disclose any actual or perceived conflicts of interest and do not vote on such matters.	Under the oversight of USDA, the Executive Committee is responsible for ensuring Cattlemen's Beef Board members disclose any actual or perceived conflicts of interest and do not vote on such matters.	No change from current procedure.
17. Communicate and support Board programs and projects to QSBCs.	The Cattlemen's Beef Board reviews state marketing plans for compliance with Act and Order.	No change from current procedure.

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18. Evaluate the effectiveness of checkoff programs.	The Operating Committee is responsible for evaluating the effectiveness of the Board's programs and has delegated that responsibility to the Joint Evaluation Committee. The Evaluation Committee does not evaluate the effectiveness of Federation-only or qualified state beef council programs.	The Evaluation Committee shall be a joint Cattlemen's Beef Board and Federation of State Beef Councils committee and should evaluate all national checkoff programs. The Evaluation Committee should also offer evaluation services to qualified state beef councils (QSBC) at the QSBC invitation. These meetings are open to the industry and all are welcome to attend and participate.
19. Communicate results of checkoff-funded programs to the farmers, ranchers and importers who invest in the Beef Checkoff Program.	The Cattlemen's Beef Board funds and manages a producer communications program that disseminates the results of checkoff-funded programs to checkoff investors. The Board also funds a producer attitude survey that asks producers questions about program priorities.	No change from current procedure.
20. Ensure the beef checkoff operates in accordance with the Guidelines for AMS Oversight of Commodity Research and Promotion Programs.	The Executive Committee ensures the Cattlemen's Beef Board complies with the Agricultural Marketing Service (AMS) guidelines and submits comments about the guidelines to AMS when requested.	No change from current procedure.