

The 2011-2012 Annual Operating Plan is based on the priorities identified by the Board of Directors during the March, 2011 meeting. It is linked to the fiscal year budget and is the basic roadmap for the year.

As discussed in March, our priorities remain essentially the same as FY 10-11 since several key initiatives are substantially not 100% accomplished. New strategy programs will be determined during and after the November 14-16, 2011 board retreat.

There are, however, several new activities planned for FY 11-12. These are programs emanating from various divisions, with leadership champions and financial support from division reserves. All tie to the IFT's mission and goals and provide clear benefits to members.

The plan is organized into 4 sections, highlighting the distinct nature and scope of the proposed objectives:

1. Strategy Retreat
2. New Program Development
 - These are programs proposed and financially supported by divisions and reserve funds
 - These have been approved by the division transition task force and the finance committee meeting the criteria for mission relevant, member value/benefit activity
 - Staff have contributed to the program approach and objectives via the reserve funding dialogue
 - Each has leadership and financial support from the originating division
3. Implementation Priorities
 - Complete work already in progress
 - Initiate implementation of recently approved recommendations
4. Core Program Activities
 - Enhancements or improvements to core IFT programs
 - Not all existing core work is listed

Unless otherwise indicated, it is expected that the key results anticipated for each priority will be substantially achieved by the end of the fiscal year, August 31, 2012. The target deadlines are noted by the quarters of the year, Q1 through Q4; >Q4 means that activity and results extend beyond the fiscal year. As a reminder, IFT's four strategic roles/goals are:

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| Goal 1: Steward for the Profession and its Community | Provide learning, networking and leadership development experiences that enable food science and technology professionals to become leaders in the global food science community. |
| Goal 2: Research Champion and Innovation Catalyst | Champion emerging sciences and foster technology development, application and transfer to increase funding for food related research and to support innovation in food science. |
| Goal 3: Influential Advocate and Trusted Spokesorganization | Engage in advocacy and communication efforts that enhance recognition of the profession and result in increased understanding and application of the science of food. |
| Goal 4: Global Citizen and Partner | Proactively contribute to, and be a partner for, the global advancement and application of the science of food. |

STRATEGY RETREAT

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|---|--|---|---|---|--|
| <p>Leadership/Board Strategy Retreat</p> <p>Goals 1, 2, 3, 4</p> <p>Q2</p> | <p>Board/Leadership strategy retreat</p> | <p>IFT, like other organizations needs to focus on the future to remain relevant to members, employers, government, policy makers and the public. It is timely and appropriate.</p> | <ul style="list-style-type: none"> • Work with Office of the President and strategy consultant on overall meeting goals & design • Identify preparatory readings and pre-retreat “homework” • Hold retreat, November 14 – 16, Lansdowne Resort, Leesburg, VA <p>* Funding requested from Liquid Fund Balance</p> | <ul style="list-style-type: none"> • Successful retreat yielding new strategic initiatives | <p>Board of Directors</p> <p>Consultant</p> <p>Invitees and special guests</p> |

NEW PROGRAM DEVELOPMENT

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|---|--|--|---|---|---|
| <p>Food Policy & Regulatory Conference</p> <p>Goals 3, 4</p> <p>Q2 or Q4</p> | <p>A new conference, leveraging the former Food Laws & Regulations division mid-year meeting and being modeled after the Wellness Conference</p> | <p>Regulatory information is one of the key reasons members belong to IFT; division leadership supports this evolution and has committed seed money from former reserves</p> | <ul style="list-style-type: none"> • Work with division leadership team (already in progress) on program design • Secure key US government agency support (in progress) for speakers • Hold conference either in November or April (tentative 11/11) | <ul style="list-style-type: none"> • Successful launch of new conference • Increased recognition of IFT's voice on regulatory matters • Potential for attracting new members who are active in public policy | <p>Staff, in concert with division leadership planning team (already in progress)</p> |

NEW PROGRAM DEVELOPMENT

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|--|---|--|---|---|---|
| <p>Research Summit</p> <p>Goals 1, 2, 3, 4</p> <p>Q1-Q3</p> | <p>Develop a research roadmap to identify key opportunities, needs and challenges related to the global food supply</p> | <p>IFT needs a comprehensive strategy to drive content development, policy and advocacy efforts around key research priorities and scientific issues</p> | <ul style="list-style-type: none"> • Through this summit we will be able to <ul style="list-style-type: none"> ○ Identify, leverage and build innovative research partnerships ○ Demonstrate the importance of scientific research and advancement to policy makers ○ Develop a plan to leverage research summit priorities to advocate for continued scientific research and funding <p>*Funding from division reserves</p> | <p>Increased visibility with domestic and international policy making organizations</p> <p>A clear direction for science-based IFT's advocacy efforts and platform for seeking increased research funding</p> <p>Engagement of key leaders from industry and the academic community</p> <p>Insight to support content development for publications, education programs and other programmatic activities</p> <p>New publication opportunities</p> | <p>Staff, in concert with a core planning team</p> <p>Contributing group comprised of members from divisions financially supporting the event</p> <p>Outside experts and partners</p> <p>IFT members through environmental scan</p> |

NEW PROGRAM DEVELOPMENT

| STRATEGIC GOALS (S) | WHAT | WHY | HOW | OUTCOME | WHO |
|--|--|--|---|---|--|
| <p>Special Multimedia Programs</p> <p>Goals 1,2 3,4</p> <p>Q1-4</p> | <p>Highlight the value of the profession to both internal and external audiences through the development of “Day In the Life of a Food Packaging Professional” video, and additional videos in the series (pending funding)</p> <p>Develop “Profiles In Innovation” video series</p> | <p>Videos depicting value/contribution of food science to boost career awareness, value of the profession, and professional pride, counter myths, and showcase the key achievements of food science and technology</p> | <ul style="list-style-type: none"> • Work with members as content experts on script development • Engage with Castle Gate Media, our production company, to produce videos <p>* Supported by various division reserve funds</p> | <p>New tools for career guidance, media relations and to inform advocacy efforts</p> <p>Source of member pride and satisfaction</p> | <p>Staff, in concert with various volunteer leaders, funding divisions and Castle Gate Media</p> |

| NEW PROGRAM DEVELOPMENT | | | | | |
|--|---|--|---|--|---|
| STRATEGIC GOALS (S) | WHAT | WHY | HOW | OUTCOME | WHO |
| <p>“Processed Foods” Initiative</p> <p>Goals 2, 3 Q 1-4</p> | <p>Develop a 3- stage program to explore the contribution of nutrients from processed food in the American Diet</p> | <p>Counter mis-information regarding value of processed foods for the public and policy makers</p> <p>Highlight interface of food science and nutrition</p> <p>Prepare research agenda and IFT position in preparation for 2015 Dietary Guidelines</p> | <ul style="list-style-type: none"> • Engage consultant to conduct analysis of NHANES (National Health & Nutrition Examination Survey) data; equal partners are ADA and ASM • Conduct 2 webcasts at no charge to IFT members: <ul style="list-style-type: none"> a) to share analysis data and seek input on future research needs b) explain how to communicate about processed foods and their contributions to public health, with IFIC <p>* Supported by Nutrition Division Reserve Funds</p> | <p>Quantification/ validation of the contribution of processed foods to public health</p> <p>Research roadmap prior to 2015 Dietary Guidelines launch</p> <p>Peer reviewed journal article for JFS</p> <p>A shareable story on processed foods for media</p> | <p>Victor Fulgoni, Consultant</p> <p>Nutrition division leaders/ members</p> <p>Food Science & Nutrition Working Group (IFT, ASN, ADA, IFIC)</p> <p>Staff</p> |

IMPLEMENTATION PRIORITIES

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|---|---|---|--|---|--|
| Membership Satisfaction/ Growth Goals 1, 2, 3, 4 Q1-Q4 | Develop and implement a comprehensive recruitment and retention initiative aligned with member value proposition and overall IFT brand experience | Stabilize 18 year membership decline & ability to reposition membership messaging based on member value proposition panel & IFT brand alignment | Multi-faceted initiative including: <ul style="list-style-type: none"> • Recruiting campaigns for targeted membership segments • Print on demand invoice to support renewals • Section alignment/unified membership pilot programs • Employer outreach for membership support • Re-evaluate emeritus status (in progress) • Support for IFTSA & New Professionals activities • Research into alternative membership models for longer-term repositioning of membership* • Continue to offer dues waiver for unemployed members** <p>*Funding requested from Liquid Fund Balance ** Funded by \$25K from Product Development Division reserves</p> | Stabilize and grow membership Greater insight into why members join or renew Membership aligned and unified between IFT & Sections New membership models presented | Staff, in concert with volunteer workgroups; IFTSA leadership; New Professionals leadership; Section Engagement Advisory Panel; Section Volunteer leadership |

IMPLEMENTATION PRIORITIES

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|---|--|---|---|---|---|
| <p>Credentialing Initiative</p> <p>Goal 1</p> <p>Q1 – Q4 – Program development</p> <p>Q4 program launch</p> | <p>Develop and launch Certified Food Scientist Program</p> | <p>Board approved development of program in December 2009 pending additional concept development</p> <p>The work has been completed affirming decision to proceed</p> | <ul style="list-style-type: none"> • Work with Comira Inc. as test development agency • Develop program parameters including eligibility, recertification, and program governance, etc. • Refine business model including consideration of potential partner organizations <p>*Continuation funding requested from the Growth Opportunity Fund</p> | <p>Launch of Certified Food Scientist program to elevate professionalism and recognition of the field</p> <p>Target date: AMFE 12</p> | <p>Selected members from the Credentialing Feasibility Advisory Panel</p> <p>Staff, subject matter experts and Comira, Inc.</p> |

IMPLEMENTATION PRIORITIES

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|--|---------------------------------------|---|---|---|---|
| AMFE Enhancement Goals 1, 2, 3, 4 Q1-Q4 | Boost overall quality & value of AMFE | AMFE is a signature member benefit and a major source of revenue; opportunity to deliver on Brand IFT | <ul style="list-style-type: none"> • Refine integrated scientific programming based on focus areas & core sciences • Increase professional and career development programming • Support networking & community building • Expand global engagement • Convene attendee strategic dialogue workshop* • Explore meeting & expo re-invention in collaboration with other associations* <p>*Funding requested from Liquid Fund Balance</p> | Increased participant and attendance satisfaction Increase global attendees and exhibitors Attendee contributions to improving the meeting and food expo Expert guidance on meeting & expo reinvention | Staff, in concert with the Annual Meeting Scientific Program Advisory Panel; Other volunteer workgroups; Attendee dialogue contributors; Meeting & Expo re-invention workgroup & contributors; Outside experts and partners |

IMPLEMENTATION PRIORITIES

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|--|--|---|---|--|--|
| Division Integration Goals 1, 2, 3, 4 Q1-Q4 | Complete implementation of approved Division Task Force and Division Transition Task Force recommendations | <p>The Division Task Force final report was approved July, 2010.</p> <p>The Transition Task Force is on target, empanelled thru 8/31/12</p> | <ul style="list-style-type: none"> Continue implementation processes for content development, leadership selection and other programmatic activity Implement programs funded by division reserves | <p>Increased member involvement in content specific groups (division membership up 40%)</p> <p>Volunteer groups aligned with overall IFT brand and member value proposition</p> <p>Focus on content and not administration</p> | <p>Division Transition Task Force</p> <p>Division Leadership and membership</p> <p>Staff</p> |
| Senior Executive Engagement Goal 1 Q1-Q4 | Evaluate the results of the inaugural Food Executive Leadership Forum and develop a strategy for future activities & potential membership engagement | This is a key audience for IFT in terms of membership potential and the ability to develop key contacts within food companies | <ul style="list-style-type: none"> Determine programmatic next steps for 2012 and beyond; 25 chief research officers to be hosted by Hamid Faridi (McCormick) in October to begin dialogue Identify and explore opportunities related to alternative membership models Leverage potential opportunities for strategic partnerships | <p>A strategy for 2012-2013 program development</p> <p>Greater insight into this audience and their needs</p> <p>Greater affinity of senior officials to IFT; support for their staff involvement</p> | Staff, in concert with volunteer group(s) |

| CORE PROGRAM ACTIVITIES | | | | | |
|--|--|--|--|--|---|
| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
| Knowledge & Learning Goals 1, 2, 3, 4 Q1-Q4 | Continue to strengthen IFT's educational offerings & resources | Members cite educational opportunities and scientific information as a key benefit | <ul style="list-style-type: none"> • Continue momentum of Wellness conference • Use key focus areas, core sciences as basis for development of webcasts & on demand programs • Leverage opportunities for digital product extensions and "hot topics" | Increased participation in programs Positive member feedback on quality Greater member value Rich web content | Staff, in concert with various volunteer workgroups |

CORE PROGRAM ACTIVITIES

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|---|---|--|---|--|---|
| Communications and Media Relations Goals 2, 3, 4 Q1-Q4 | Continue implementation of communication plan, based on 2008 audit. | Increase awareness of IFT expertise, premiere programs, publications, and science and policy developments Influence story development to increase food science perspectives in top tier media | <ul style="list-style-type: none"> • Conduct media tours to visit press in top media markets • Expand consumer area of web site with consumer tips/videos featuring IFT members accompanied with fact sheets that are useful for both reporters and consumers • Position IFT as a valuable resource for press covering food science, nutrition and health • Recruit more Food Science Communicators and generate educational opportunities on working with traditional press and new social media • Proactively pitch more media and introduce them to ift.org • Provide media Training for BoD and other spokespersons | Greater media visibility with the press, increased media calls to IFT Increased recognition of the profession More experts available to talk with the press IFT publications, programs and perspectives and food science in general are increasingly covered in the media | Staff, in concert with Food Science Communicators and other member subject matter experts |
| Publications Goals 1, 2, 3, 4 Q1-Q4 | Continue to strengthen IFT's educational offerings & resources | Members cite <i>Food Technology</i> as signature member benefit | <ul style="list-style-type: none"> • Execute changes based on <i>Food Technology</i> readership survey • Expand print/digital content linkage (i.e. IFT online) • Integrate editorial content with other information education channels for product extensions • Implement enhancements to ensure a continuous feedback loop with readers | <i>Food Technology</i> maintains competitive advantage; cross channel product extensions | Staff |

CORE PROGRAM ACTIVITIES

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|--|---|--|--|--|--|
| Scientific Journals Goals 1, 2, 3, 4 Q4 | Develop JFS Supplement; implement monthly online access | Opportunity to expense topic coverage; expanded coverage based on new Wiley Blackwell contract | <ul style="list-style-type: none"> • Work with Wiley Blackwell to develop plan for supplement and seek sponsorship support • Implement requirements of new Wiley Blackwell contract | Supplement is produced 12 online issues of JFS | Staff in concert with JFS editor, & Wiley - Blackwell |
| ift.org Goals 1, 2, 3, 4 Q1 – Q4 | Further develop IFT.org | IFT.org is a robust, content rich site with opportunities for supporting networking, content development and revenue generation. The site needs ongoing investment. | <ul style="list-style-type: none"> • Use member feedback, including behavioral data, to identify new content and programs and site improvements • Ensure high quality content is continuously available • Support member interaction and content development • Use website to attract sponsors and partners to drive revenue • Implement digital enhancements to <i>Food Technology</i> on web* <p>* Funding requested from Growth Opportunity Fund</p> | Meet member needs and provide greater value Attract new members Provide continuous feedback loop for new product/service development, revenue and better website design. | Staff, in concert with content experts and various workgroups Division member contributors User generated group contributors |

CORE PROGRAM ACTIVITIES

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|--|--|--|---|---|--------------|
| <p>Personify Upgrade</p> <p>Goals 1, 2, 3, 4</p> <p>Q1- Q4`</p> | <p>Upgrade Personify association management software to latest version</p> | <p>Personify is the data engine which drives much of IFT's technology infrastructure. It is important to keep the software current to take advantage of new features and receive efficient support from the publisher. The current Personify servers will reach planned sunset dates in 2012</p> | <ul style="list-style-type: none"> • Evaluate hosting vs. on premise model • Build and deploy test environment • Upgrade test environment and retrofit customizations • Test • Train staff • Build and deploy production environment • Switch to new version | <p>Improved core technology tool used by staff and members to deliver value</p> <p>Enhance online store and purchasing transactions as part of upgrade project</p> <p>Reduce risk of outages through improved redundancy in the environment</p> | <p>Staff</p> |

| CORE PROGRAM ACTIVITIES | | | | | |
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| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
| Marketing Communications Goals 1, 2, 3, 4 Q1-Q4 | Execute new integrated marketing communications plan – “Brand IFT Implementation” | Our members don't know about the great things we do Continue implementation of Member Value Proposition recommendations Complete implementation of visual identity and messaging platforms | <ul style="list-style-type: none"> Integrate key messaging from the Member Value Proposition Advisory Panel in all communications, as relevant Continue work to bring all IFT products and services into brand alignment Outreach and enrollment of Sections to create unified brand identity Optimize all communications channels, including the new IFT website, to communicate with members and other audiences in a more personalized way Capitalize on continuous feedback loops to help identify new trends, opportunities, and needs for incorporation into communications plans | Consistent and compelling messages from IFT, fulfilling the brand promise Members have a higher awareness of programs, benefits of IFT membership and strategic initiatives, and take action to engage with IFT | Staff; Section Leadership |

CORE PROGRAM ACTIVITIES

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|---|--|--|---|--|--|
| Science and Policy Initiatives Goals 2, 3, 4 Q1-Q4 | <i>International Advocacy:</i> Play a greater role in addressing issues affecting the global food supply | Recommendations provided in 09 Global Strategy Advisory Panel Report and Public Policy Regulatory Outreach Implementation Report | <ul style="list-style-type: none"> Refine and execute the plan for IFT relating to international standards, focusing on the 5 priority groups (Codex, FAO, EFSA, ISO and Food Chemical Codex) Enhance partnerships with PEW, Riley Foundation, etc. | Impact global policy and regulatory developments with scientific input. IFT recognized as a valued global partner. | Staff, in concert with the Global Regulations & Policy Task Force and the 5 organization specific tactical teams |
| | <i>Coalitions:</i> Provide overall support and participation with federal allied coalitions | Global Regulations & Policy Task Force created in 09-10 | <ul style="list-style-type: none"> Participate in key meetings and contribute to joint efforts including development of letters supporting increased research funding, seminars, etc. | Increased visibility/more research funds available | Staff, with member support |
| | <i>Grants and Contracts:</i> Pursue additional contract & grant opportunities | Increase funding for food research. Builds visibility for IFT. (N-CFAR, AFRIC) | <ul style="list-style-type: none"> Aggressively pursue federal, private grant and contract opportunities | Recognized expertise and leadership in key food science areas; revenue | Staff Subject matter member experts |
| | <i>Scientific Papers:</i> Develop pertinent scientific reports/papers for members & policy audiences | Positions IFT as the leader in food science & technology. Provides revenue to support key programs | <ul style="list-style-type: none"> Review key focus areas and core sciences for projected needs and gaps | Relevant and timely reports. More informed member and public policy decision-making | Staff, in concert with various volunteer workgroups |

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| | <p><i>Advisory Panels:</i> Support programmatic policy & alliance efforts for Nanoscience and Food/Nutrition Science Working Groups</p> | <p>Positions IFT as a food science leader. Provides member value. Helps frame policy and regulatory dialogue. Influence public dialogue and perceptions</p> <p>Both panels have produced important scientific papers, conferences, and visibility for IFT as a valuable partner and will produce leverage in upcoming policy conversations</p> | <ul style="list-style-type: none"> Implement agreed upon subject-specific strategic plans and tactics developed by the groups | <p>IFT is seen as a leader in these two areas. Builds relationships with allied groups</p> | <p>Panel members in concert with staff</p> |
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CORE PROGRAM ACTIVITIES

| STRATEGIC GOAL(S) | WHAT | WHY | HOW | OUTCOME | WHO |
|--|--|--|--|---|--|
| Foundation Repositioning Goals , 3, 4 Q1-Q4 | Re-branded and refocused foundation creates more opportunities to build support for IFT and important programs | A rejuvenated foundation will support needed programs. | <ul style="list-style-type: none"> • Begin implementing Foundation strategy plan • Develop global strategic partners program, integrated with IFT sales efforts, sponsorship and membership outreach program | Financially stable Foundation contributing to identified programs | Foundation Board of Trustees Staff and various volunteers |