IFT

Institute *of* Food Technologists

THE Society for Food Science & Technology

Task Force on Strategic Development Final Report

July 2007

BACKGROUND

In January 2005 the Task Force on Strategic Development (TFSD) was created to guide the process for updating IFT's current strategic plan. The specific charge of the task force was to work with the executive vice president and senior staff to develop a process for revising the plan; serve as the key group developing a more focused plan; identify various stakeholder groups to contribute to the process; and recommend a process for linking strategic goals to the committee structure and budget process.

The TFSD, based on its extensive research and evaluation, determined that in order for IFT to be successful and thrive in the future, a more focused strategic plan that is tied to annual operational goals is necessary. Additionally, these long- and short-term goals need to be developed based on member needs, an audit of external trends shaping the food science and technology profession, and crafted based on sound financial decision making. Further, the TFSD believes that IFT's volunteer resources need to be allocated annually based not only on the ongoing work of the organization, but also on the annual strategic needs/priorities as determined by the Board of Directors.

PROCESS

For the last two years, the TFSD has embarked on an exploration of factors affecting IFT and its growth and sustainability. This research includes:

- Readings
  - From Scan to Plan - Integrating Trends Into the Strategy-Making Process (ASAE)
  - Mapping the Future of Your Association: Eight Super-Trends (ASAE & The Center for Association Leadership)
  - "Strategy Under Uncertainty" (Harvard Business Review)
  - "How to Build Scenarios" (by Lawrence Wilkinson)
  - "How Resilient is Your Company?" (Harvard Business Review) – Included in this workbook for your review
  - Exploring the Future: Seven Strategic Conversations that Could Transform your Association-Executive Summary (ASAE)
- Identification of Trends Affecting the Food Science & Technology Community
  - Reviewing ASAE's SuperTrends to identify those most likely to affect IFT
  - Reviewing how and why members join IFT
  - Analyzing IFT's unique strengths, weaknesses and opportunities
  - Reviewing the strategic goals of other scientific societies
- Stakeholder Outreach
  - Reviewing notes from the June 2005 Council Caucus meetings and incorporating the SuperTrends as identified by the councilors into the development of scenarios for IFT's possible futures
  - Joint meeting with Task Force on Governance (November 2005)
  - Conducting a workshop with the IFT Board of Directors (formerly Executive Committee) to determine key organizational priorities and areas of focus (June & October 2006)
  - Engaging members during face-to-face Section and Division meetings
  - Learning from anecdotal comments made on various listservs and via e-mail correspondence
  - Discussions at June 2006 Council meeting
  - IFT Committee Visits (October 2006)
  - Diversity Integration Workshop (October 2006)
  - Council of Food Science Administrators Meeting (November 2006)
  - Staff Strategic Planning Activity (December 2006)
  - Strategic Leadership Forum (March 2007)

Additionally, the TFSD has had four in-person meetings (November 2005 joint meeting with the Task Force on Governance, February & October 2006 and May 2007) as well as various teleconferences since the group's inception.

During this period of research, analysis and reflection, the TFSD members have developed a plan that will focus IFT's valuable resources on the future of the food science and technology profession and the global food supply, as well as on positioning IFT as a global science leader.

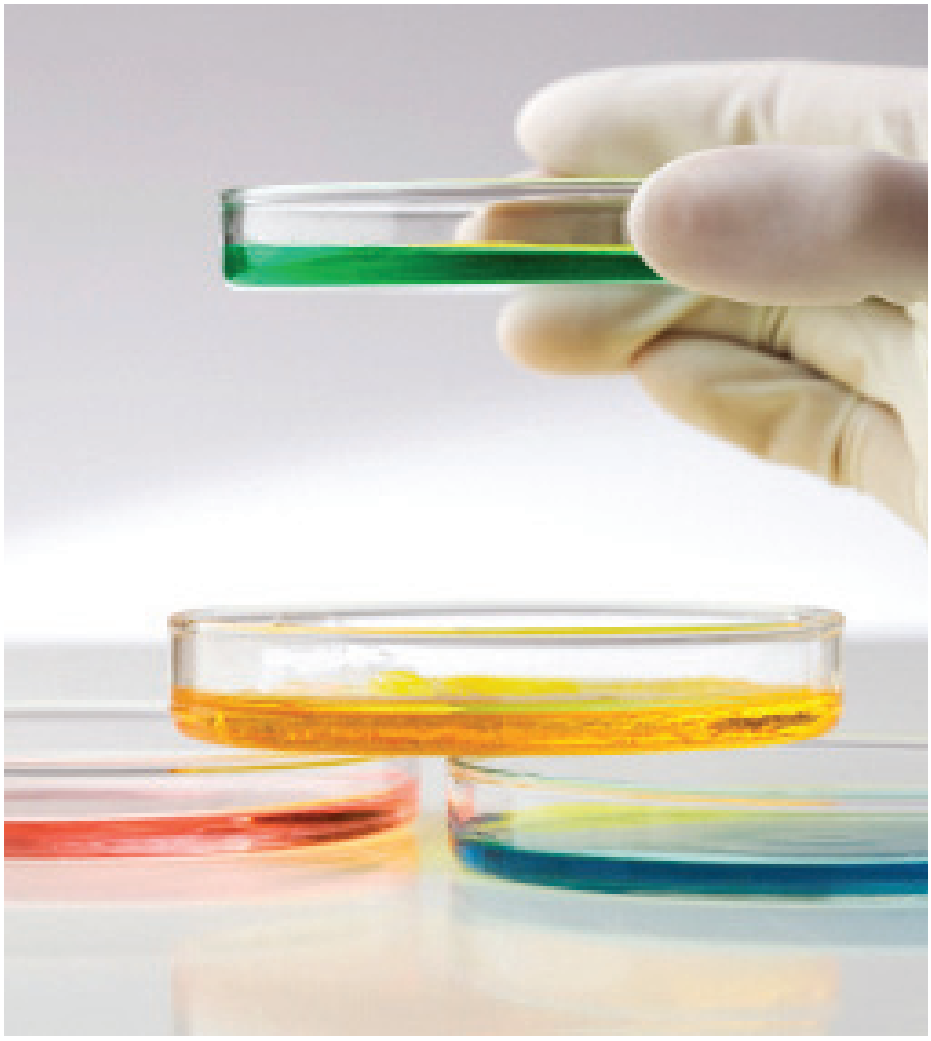
THE OPPORTUNITIES

IFT has a rich history of providing a forum for like-minded professionals to gather, network, learn and contribute to the global advancement of science. At a time when the world is getting smaller and there is a need to advance the science of food to address larger societal issues such as hunger, malnutrition and sustainability, it is important that IFT be progressive and demonstrate leadership providing a community to exchange ideas and knowledge and encourage innovation in the food industry.

As a multi-disciplinary organization IFT also has the opportunity to be the resource of choice for food science and technology professionals as well as consumers, legislators and regulators. By building capacity to develop and communicate science-based positions on contemporary issues, IFT will provide the basis for comprehensive and thoughtful discussions on issues affecting the ways we eat and the decisions we make as consumers.

IFT also has a dynamic and knowledgeable resource to leverage – our members. Through this plan we will be able to create programs and services that utilize our members' time and talent and provide them with opportunities that are attractive to them during their membership tenure. Whether it's the progression from student to professional or professional to retiree, the focused contributions that members can make and the value that they can obtain by participating in these activities further substantiates IFT's relevancy and importance to the food science and technology community.

This plan is an extension of IFT's continued growth and advancement. We have recently implemented a new governance structure that enables IFT to operate in a more flexible and nimble manner. In March, the first IFT Strategic Leadership Forum was convened to provide IFT members with an opportunity to engage in a dialogue about the future of IFT and the food science and technology profession, as well as how societal trends will impact IFT. We will soon have our first Town Hall Meeting where all members have the opportunity to meet the IFT leadership and provide their insight on IFT while learning more about the work of our organization, our members and our staff. It is our hope that this plan provides a basis upon which new and innovative ideas can be explored and realized in order to continue to ensure that IFT remains relevant and successful in the global community.



THE PLAN

The following plan focuses IFT's work in four main areas, or "roles and goals." Each of these roles and goals are fairly comprehensive and wide reaching and advance IFT's mission. They will be valid until such time that the Board of Directors believes that the roles and goals need to be re-evaluated in terms of their value to members and the IFT mission or such time that they have been addressed and completed.

In addition to fulfilling the mission of IFT, each of these roles/goals has one common thread holding them all together—IFT members. Each program, service and initiative that will be developed under this plan will be knowledge-based, mission-driven and address the needs of IFT members. Whether it is networking opportunities, technical or soft-skill continuing education or a desire to give back to the global scientific community, IFT members should feel confident that this plan will help enhance their ability to enrich the world and to be enriched by their experience.

Likewise, the plan addresses the need for IFT to be a home for and champion of both emerging science and innovation. By doing so, IFT will demonstrate the need for additional funding for food-related research and support the current and future work of our members as well as food science's contributions to the global food supply.

In order to ensure that IFT's plan is realized and that IFT continues to embrace a "living strategy", IFT will also engage the community of IFT members in an ongoing discussion of the strategic plan, its meaning, its impact and its implementation. Through the Strategic Leadership Forum, periodic surveys and focus groups as well as outreach through local events, IFT leaders will conduct "pulse-checks" on member needs and expectations, while learning more about how and why food science and technology professionals want to support IFT and the food science and technology profession. Through this ongoing and continuous dialogue, we will be able to leverage and learn from IFT's greatest asset and knowledge base—our members.

The plan is as follows:

Our Mission

The Institute of Food Technologists (IFT) exists to advance the science of food. Our long-range vision is to ensure a safe and abundant food supply contributing to healthier people everywhere.

Our Commitment

We strive to provide an inclusive and welcoming community for all food science and technology professionals and the knowledge and tools they need to enhance their professional capacity and competency.

To fulfill our mission and realize our commitment, we will focus on the following four roles/goals.

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.

1.1. Use innovative approaches to create programs and services to ensure that food science and technology professionals can function effectively in a global environment.

1.2. Enhance member engagement to build a strong sense of community and encourage meaningful collaborations among food science and technology professionals.

1.3. Elevate the presence and prominence of food science and technology as a desirable academic degree and career path.

1.3.1. Explore the need for a food science-related credential and/or certification.

1.4. Foster collaboration with the food industry, academic institutions and regulatory agencies to ensure graduates meet employer expectations.

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.

2.1. Identify critical future issues and trends impacting consumers and the global food supply.

2.2. Define the agriculture-food-health continuum and identify critical research needs related to food and health.

2.3. Stimulate scientific and non-scientific innovations by creating a community to explore scientific frontiers and showcase emerging technologies for food-related issues.

2.4. Increase the amount of funding available from both traditional and non-traditional funding sources, including industry partnerships, by demonstrating the need for food-related research.

THE PLAN *(CONTINUED)*

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.

3.1. Enhance scientific understanding of agriculture, food science, nutrition and health-related issues among professionals and all interested constituencies.

3.1.1. Partner with other organizations to provide consumer-friendly, scientifically-based information on food and nutrition.

3.2. Effectively deliver science-based messages by leveraging IFT's expert network and scientific resources.

3.2.1. Implement a communications strategy to respond to food-related issues on a timely basis.

3.3. Enhance IFT's role in integrating sound science into public policy.

3.3.1. Collaborate with other domestic and international professional organizations on a need and/or issue basis to deliver a more influential voice.

3.3.2. Increase IFT's representation and/or contribution to government advisory committees.

3.3.3. Screen and develop science-based policy positions on state, national, and global issues.

4. Global Citizen and Partner

Proactively contribute to, and be a partner for, the global advancement and application of the science of food.

4.1. Define IFT's global strategy with specific attention to the following elements:

4.1.1. Grow and support memberships.

4.1.2. Enhance IFT's authoritative, respected voice on science issues.

4.1.3. Leverage strategic partnerships.

4.2. Foster community, career development and networks for members throughout the world.

4.3. Engage members and partners to support programs to assure a safe and abundant global food supply.

4.3.1. Pursue harmonization of global food laws and regulations based on sound science.

4.4. Cultivate relationships with international partners to develop cooperative programming and services.

4.4.1. Maximize global participation at IFT's AMFE.

Recommendations

The Board of Directors is ultimately responsible for ensuring that the strategic plan is implemented. In order to forge ahead and ensure that IFT continues to be forward thinking and that IFT members and staff engage in thoughtful strategic dialogues, the TFSD recommends that the following practices be adopted:

1. Annually conduct the following:
   a. A thoughtful evaluation of IFT's portfolio of programs and services to ensure that they are high leverage, mission-driven, advance IFT's strategic goals and objectives and meet member needs; and
   b. A comprehensive conversation about sunsetting programs/services that no longer provide substantial value, or do not advance IFT's strategic goals and objectives.
2. Use the program analysis discussed in recommendations 1 (a) and (b) to make budget decisions.
3. Leverage and align IFT's volunteer, staff and financial resources to develop and maintain programs that support the strategic priorities outlined in the plan.

Additionally, the TFSD strongly supports that IFT continue the following practices to ensure that the strategic plan is successful and embraces the 'living strategy' concept:

1. Provide members with updates on IFT programs/services through the Executive Vice President Report and presentations during the annual Strategic Leadership Forum and Town Hall Meeting.
2. The creation of annual operating plans, committee charges and budgets that provide for human and financial investment in programs and services that align with the IFT strategic plan.

Acknowledgements & Conclusion

The TFSD believes that this strategic plan and the corresponding recommendations will ensure that IFT has a focused plan for future success. We would like to thank all of the IFT members who have contributed their insight and knowledge to the development of this plan. We are grateful for your dedication to IFT and the food science and technology professional community.

Our further recommendation is that you sunset the TFSD as we have completed our work. We recognize that the next step is the development of additional strategic objectives over the next 1-3 years, and have been alerted that the activity to develop these has been included in the 2007-08 annual operating plan.

APPENDIX A
TASK FORCE MEMBERS

Chair Person
Wayne R. Bidlack, Ph.D.
California State Poly. University-Pomona

Members
Roger A. Clemens, Ph.D.
University of Southern California

John D. Floros, Ph.D.
Pennsylvania State University

C. Ann Hollingsworth, Ph.D.
Better Built Foods

Barbara Byrd Keenan, CAE
Institute of Food Technologists

D. Scott Lineback, Ph.D.
PepsiCo Beverages & Foods

Moira McGrath
OPUS Int'l. Inc.

Indra B. Mehrotra, MS, RD, LD
General Mills, Inc.

Nancy E. Nagle, Ph.D.
Wal-Mart Stores, Inc.

Michele H. Perchonok, Ph.D.
NASA/JSC

Conrad A. Rebello, Ph.D.
Pepperidge Farm, Inc.

E.B. Russell
Budenheim USA

Sheri M. Schellhaass, Ph.D.
General Mills, Inc

Bruce R. Stillings, Ph.D.
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Student Representative
Jaime Leann Rudolf
University of California-Davis

Staff Liaisons
Heather M. Lang

Amanda K. Perl

Liz Seidlitz

Heidi A. Voorhees

IFT STRATEGIC LEADERSHIP FORUM

POST-MEETING REPORT — APRIL 2007

BACKGROUND

One of the cornerstone recommendations of the Task Force on Governance Final Report[1] was the creation of the IFT Strategic Leadership Forum. The Strategic Leadership Forum is a vehicle through which IFT volunteer leaders engage in strategic discussions and leadership development activities designed to help shape IFT's future and invest in IFT's leaders. The inaugural Strategic Leadership Forum was held on March 22-24, 2007 in Chicago, IL. Approximately 200 IFT volunteer leaders participated in this landmark event. Those invited to attend this inaugural event included Section and Division Councilors, Past Presidents, members of the Board of Directors, and members of the Task Forces on Governance and Strategic Development. Divisions and Sections with only one Councilor also had the opportunity to send an additional representative. Section and Division elected leaders also were able to participate through a fee-based registration. Since a special Council Meeting was held during the Strategic Leadership Forum this year, Councilors made up the majority of this year's attendees. In future years, participation will be broadened to include a more diverse group of IFT members. To see the demographic profile of this year's attendees, please see Appendix 2 of this report.

OBJECTIVES

Through the Strategic Leadership Forum, the Task Force on Governance intended to create an event that provided IFT leaders with the opportunity to provide meaningful input to the IFT Board of Directors. Specifically, the Task Force on Governance defined the following objectives for the Strategic Leadership Forum:

- To cultivate a community of IFT leaders focused on the future of IFT and harness their input.
- To obtain feedback from grassroots members on issues and opportunities facing IFT.
- To provide an annual face-to-face opportunity to gather input crucial to new program development and listen to members' daily job challenges.
- To harness the collective talent of the participants by engaging them in IFT's ongoing strategy development efforts.
- To provide exposure to outside experts who can share their expertise/experience and stimulate new ideas and thinking and invest in our Section and Division leadership through educational programming and peer-sharing sessions (the best of the former Leadership Conference).

PROCESS

The Strategic Leadership Forum was structured to provide attendees with the opportunity to learn from subject-matter experts, participate in group learning activities and engage in small group discussions. Attendees heard from speakers on a variety of topics including global trends affecting food science and technology, trends in the workplace, trends in not-for-profit organizations, leadership, and interpersonal communications. There were also several sessions focused on best practices in section and divisions.

In addition to the discussions, participants were encouraged to take advantage of the "Idea Wall", a collaboration tool designed to help participants share ideas on concepts discussed during the Strategic Leadership Forum. The ideas captured on the "Idea Wall" are detailed in Appendix 3 of this report.

Attendees also had the opportunity to provide instant feedback on issues discussed using audience response systems. In addition to responding to questions from the Task Force on Strategic Development, several breakout discussion groups framed questions to pose to all attendees. These questions were not used as a research tool; rather, they were a way to get a snapshot of what the participants were thinking about specific topics. The responses to these questions will be considered by various IFT committees including the Annual Meeting & Scientific Program Advisory Committee, the Continuing Education Advisory Committee, and the Science Reports & Emerging Issues Committee as they continue their work.

[1] To view the Task Force on Governance's Final Report, please visit www.ift.org/governance.

KEY AREAS OF DISCUSSION

Discussions in the plenary sessions and small groups focused around the following key areas:

Ensuring the Future Success of the Profession

Attendees discussed the importance of IFT's career guidance activities to help address the pending shortage of food science professionals as the baby boomers retire. Additionally, they concluded that it is important for IFT to help prepare today's graduates for their careers in industry and academia. This includes providing them with leadership development opportunities, soft-skills training, information on working with cross generational and cross cultural workgroups and preparation for working in the global community.

Further, the next generation of food scientists has a different work ethic, and values volunteerism, work and family differently than other generations, so today's employers must also learn, adapt and be prepared to coach and work with the next generation successfully.

Specifically, attendees recommended that IFT consider the following to help address ensuring the future success of the profession[2] :

a) Engaging Sections in IFT's Career Guidance activities to encourage local communities to utilize IFT's resources and food science ambassadors.
b) Leveraging food science clubs at non-approved universities to encourage food-related career choices.
c) Encouraging IFT Student Association to engage basic scientists.
d) Considering opportunities for international student exchange programs.
e) Providing members with opportunities for soft-skill training and development in areas such as business, marketing, interpersonal communication, global competency and management.
f) Providing members with transition training – transition from student to professional and transition from professional to retiree.
g) Exploring mentoring opportunities/programs.

Global Science Leadership

Many of the small group discussions included conversation about the need for IFT to disseminate sound science to ensure that global and domestic policies, regulations and consumer choices are made with respect to available scientific information. The attendees stressed the importance of continuing to develop and share IFT's science reports globally as well as use the reports to champion emerging science issues. Specifically, attendees recommended that IFT consider the following to help demonstrate global science leadership:

a) Defining IFT's international strategy.
b) Expanding involvement in CODEX and seeking other opportunities to encourage/influence global harmonization of food laws and regulations.
c) Exploring potential for bilingual education programs and translating science reports into other languages.
d) Researching the feasibility of creating an online guide/information source to provide members with information on navigating and interpreting domestic and global regulations.
e) Leveraging partnerships with allied organizations and other scientific societies.
f) Exploring the development of educational programs for scientists in developing countries/emerging markets.
g) Leveraging knowledge and expertise of IFT members to provide scientific information to scientists and governments in developing nations.
h) Investigating the potential to partner with audit/inspection groups to provide third party audits.
i) Coordinating presentation of papers and/or technical information at other scientific society meetings.
j) Championing and being the home for showcasing scientific and non-scientific innovations in food.
k) Demonstrating leadership by developing education programs and science reports on emerging science issues.
l) Investigating ways to better leverage and communicate information on IFT science reports.

IFT Membership Value Proposition

Additional discussion at the Strategic Leadership Forum focused around the importance of providing a valuable and meaningful membership experience. All IFT members want to have a place in the organization – whether it is through formal leadership opportunities, participating in a volunteer workgroup, submitting a paper for the annual meeting or accessing the latest scientific information. Membership value means something different to each person, and IFT needs to be able to provide varying levels of service to support these needs.

Additionally, attendees noted the need to include industry and academic executive-level leaders in IFT. The benefits of doing so would be to increase familiarity with IFT and potentially increase membership and participation in IFT because there is an internal organizational champion. In some cases, this increased involvement and recognition of IFT as a valued resource could potentially result in increased membership and participation in IFT.

[2] The recommendations presented herein are not listed in order of priority.

Further, participants noted that it is important for IFT to provide value to all members—including those who work for small businesses, as well as young professional and international members. They stressed the need for IFT to:

a) Exploring alternative membership models to stabilize membership and increase member value.
b) Better addressing the needs of international and young professional members.
c) Better defining IFT's unique selling proposition to members and prospects.
d) Providing members with resources to maximize their participation in IFT and to best utilize IFT resources.
e) Evaluating and improve IFT's brand experience.
f) Leveraging Divisions to make them a more accessible valuable member resource.
g) Providing members with more meaningful volunteer opportunities so that they 'give back' to the food science and technology community and IFT.
h) Engaging key food executives to encourage their (and their staffs') participation in IFT.
i) Exploring opportunities for members to network and exchange information through virtual communities.
j) Providing benefits and services for small business and entrepreneur members.
k) Exploring enhanced online directory listings for members.
l) Assessing trends affecting IFT and the food science and technology community annually.
m) Developing a strategy for obtaining ongoing feedback from members.
n) Expanding the Distinguished Lecture Program to reach more members each year and expand topics to include more professional and leadership development presentations.
o) Collecting, synthesizing and distributing Section best practices.
p) Developing an integrated marketing approach to leverage Sections to promote IFT programs/services/events.
q) Investigating alternative methods of delivering high-quality educational content.
r) Exploring regional meeting models.
s) Conducting a feasibility study regarding developing a certification for food science professionals.

Communications

Clear, concise and consistent communication is key to any organization and IFT isn't any different. The attendees discussed the need for IFT to explore two types of communication—external communications and internal (corporate) communications. Participants noted that they are inundated with information from IFT and sometimes don't read it. They stressed the need for IFT to evaluate how, when and what it communicates to members to ensure that they are aware of IFT's programs, services, events and member benefits.

Additionally, attendees discussed their desire to see IFT take a more active role in communicating with consumers and public officials. They would like to see IFT partner with other organizations to leverage IFT's scientific expertise and correct misinformation in the public arena. Some specific ideas to improve both external and internal communications include:

a) Developing a strategy for consumer education.
b) Developing a more comprehensive strategy for responding to a public crisis.
c) Creating tools for Sections to leverage local resources to respond to a public crisis.
d) Conducting a comprehensive communications audit to ensure that types and vehicles of communication (electronic, web, print) support member and scientific community needs.
e) Providing a mechanism for the members to communicate ideas to the Board of Directors.

Philanthropy

Members participating in the Strategic Leadership Forum indicated that they are interested in participating in philanthropic events coordinated by IFT. These could take the form of volunteer days in their local communities or something more comprehensive like an exchange program with scientists from developing countries. Participants felt that such activities fill various needs, including the need for IFT to harness the collective knowledge of the baby boomers that have a wealth of experience and knowledge, will be retiring at a relatively young age, and want to maintain their connection to the profession. Additionally, generational trending shows that IFT will be competing with organizations like the Peace Corps, etc. where they can make hands-on contributions in other nations. As such, attendees felt it is necessary for IFT to explore these options in order to be relevant in members' lives as well as contribute to its position as a global science leader. Specifically, the recommendations included:

a) Exploring opportunities for IFT to lead/partner on international and domestic philanthropic activities.
b) Investigating opportunities for members to participate in overseas exchange programs.

ATTENDEE EVALUATION

Overall, participants found their involvement in the inaugural Strategic Leadership Forum a valuable investment of their time and energy. In fact, 98% of those responding to the post-meeting survey felt that the Strategic Leadership Forum was "very or somewhat pertinent to their success as an IFT leader". Additionally, 98% found the use of the electronic polling devices very effective as a tool for obtaining feedback from members[3].

In the post-meeting survey attendees also had the opportunity to provide input on aspects of the meeting that should be enhanced for next year as well as provide suggestions on future topics for discussion at the 2008 Strategic Leadership Forum.

NEXT STEPS

At its meeting on March 25, 2007, the IFT Board of Directors held a Strategic Leadership Forum debrief where members shared their impressions of the Strategic Leadership Forum as well as reviewed key themes discussed during the meeting. This debrief resulted in the group's agreement on the three strategic thrusts for IFT's 2007-08 fiscal year – membership, communications and globalization. As a result, the staff and finance committee will be developing a budget with resources allocated accordingly to these areas of focus and committee charges will be drafted to support these areas.

Additionally, the IFT Task Force on Strategic Development will be meeting in Mid-May to review the Strategic Leadership Forum input and use it to finalize its report. This report will be presented to the Board of Directors in July for final approval.

Also in July, IFT will hold its inaugural Town Hall Meeting at the IFT Annual Meeting. It will be on Saturday, July 28, 2007 from 10:00 a.m. – noon in Chicago. The location and agenda are currently being finalized and will be distributed to all members in advance of the Town Hall Meeting. Agenda topics will include an update on IFT's response and evaluation to the recommendations presented in this report.

The planning process is underway for the 2008 Strategic Leadership Forum. If you would like to recommend a topic for discussion or suggest a speaker, please e-mail Amanda Perl, Special Projects Leader, at akperl@ift.org.

[3] For selected quotes from attendees, please see Appendix 5.

SLF REPORT APPENDIX 1 –
STRATEGIC LEADERSHIP FORUM AGENDA

Thursday, March 22	
2:00 p.m.	Welcome and Introductions
2:15 p.m.	Food Technology Presents "Insights into the Future"
2:20 p.m.	"Top Global Trends in Society and Culture", Andy Hines, Futurist and Director of Consulting, Social Technologies, Adjunct Professor, University of Houston
2:45 p.m.	"The Ethical Revolution", David Lockwood, US Director of Research, Mintel International
3:10 p.m.	"Trends in the Workplace", Lisa Novotny, Vice President, Human Resources/Technology, General Mills
3:35 p.m.	Panel Discussion moderated by Bob Swientek, Editor-in-Chief, Food Technology Magazine
4:30 p.m.	Break
4:45 -6:00 p.m.	Conversation Cafes (based on topics discussed in previous session and issues identified in the Strategic Leadership Forum pre-meeting survey)
6:00 p.m.	Reception
7:00 p.m.	Dinner and Panel Discussion, "100+ Years of Experience - Celebrating IFT and Food Science & Technology" Moderated by Conrad Rebello, Ph.D, Program Manager, Ideas-to-Market, New Product Development, Pepperidge Farm, Inc. Confirmed Panelists (additional speakers invited): Ann Hollingsworth, Ph.D., President, Better Built Foods; Charles Manley, Ph.D., Vice President, Science and Technology, Takasago International Corp (USA); Al Clausi, Food Research and Development Consultant; Christine M. Bruhn, Ph.D., The Center for Consumer Research, UC Davis

Friday, March 23	
6:00-6:30 a.m.	Morning Stretch (optional)
7:30 a.m.	Breakfast
8:30 a.m.	IFT Living Strategy
8:30 a.m.	"IFT's Membership Market Research Initiative", Jennifer London, IFT Director of Membership and Marketing, Phillip Downs Ph.D., Kerr & Downs Research
9:00 a.m.	"Exploring Provocative Membership Concepts", Jonathan A. Gray, Ph.D., Kraft Foods, Inc., Chair, IFT Management Committee on Membership Experiences, Jane A. Hamblin, J.D., Associate Executive Director for Member Services, American Dental Education Association (ADEA)
9:30 a.m.	"Update on IFT's TF on Strategic Development", Wayne Bidlack, Ph.D., Chair, IFT Task Force on Strategic Development
9:45-10:45 a.m.	Breakout into small groups for facilitated discussions
10:45 a.m.	Break
11:00 a.m. – noon	Reconvene • Review output from each group • Vote on questions/priorities identified in group breakout sessions
12:00-1:00 p.m.	Networking Lunch
1:15-2:00 p.m.	Plenary Session: "Trends, Change and Certainties: Translating Strategy into Action", Gary LaBranche, CAE, President & CEO, Association Forum of Chicagoland
2:00-2:30 p.m.	Break and Registration for Special Council Meeting

SLF REPORT APPENDIX 1 – STRATEGIC LEADERSHIP FORUM AGENDA *(CONTINUED)*

Friday, March 23	
2:30-6:30 p.m.	Special Council Business Meeting (This portion of the meeting was called by IFT to vote on the Task Force on Governance Recommendations and the implementing language developed by the Committee on Constitution & Bylaws.)
6:30-9 p.m.	Networking Reception and Social Event

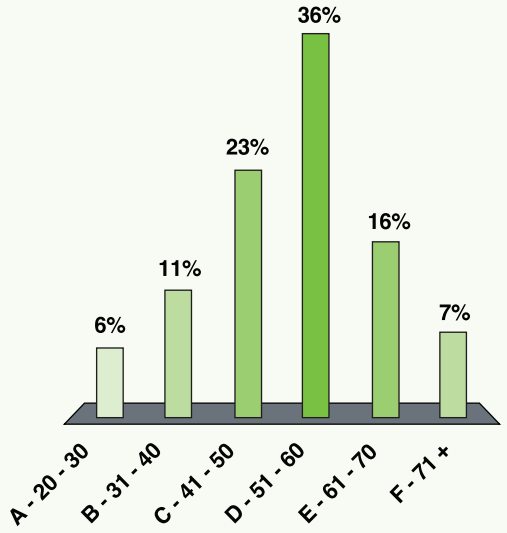
Saturday, March 24	
6:00-6:30 a.m.	Morning Stretch (optional)
7:30 a.m.	Breakfast & Roundtables IFT Exhibit Hall: table top displays with various IFT program-related information
8:30-9:45 a.m.	"Igniting Your Leadership Potential", Jill McCrory and Steve Swafford, Leadership Outfitters What does leadership look like? Using the practical leadership principles in The Leadership Challenge by Barry Kouzes and Jim Posner, in this session you will increase your understanding of what effective leadership looks like in a volunteer membership organization and learn how to apply it to IFT.
9:45 a.m.	Break
10:00-11:30 a.m.	**Breakout Sessions** Option 1: "Strategies for Communication and Conflict Management" Steve Swafford, Leadership Outfitters In this session, you'll discover your individual behavior style and how it affects how you communicate and your ability to manage conflict effectively. You will also explore how these core issues directly impact your leadership effectiveness in a group. Option 2: "Leading to New Levels: Taking IFT from "Good" to "Great", Jill McCrory, Leadership Outfitters In this session, you'll have the opportunity to explore how to help take IFT to new levels using some of the concepts from author Jim Collins' bestseller Good to Great. From Collins' concepts of leading with humility and choosing and involving the right team, through this session you will examine the differences in today's volunteer mix and how "great" leaders can respond to the needs of these diverse groups. Option 3: "Boosting Your Section's Effectiveness" In this session, join Section leaders and IFT staff to learn more about how to maximize the time, talent and resources of your section. Topics discussed in this session will be developed from pre-meeting surveys of Section leaders.
11:30 a.m.-12:30p.m.	Lunch

SLF REPORT APPENDIX 1 –
STRATEGIC LEADERSHIP FORUM AGENDA
(CONTINUED)

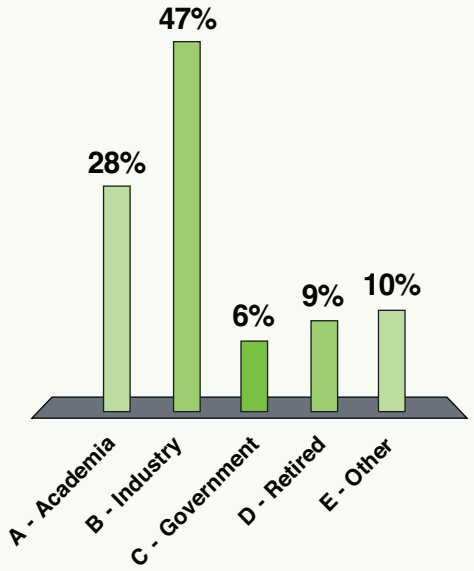
Saturday, March 24	
12:45 -2:15 p.m.	**Breakout Sessions** Option 1: "Strategies for Communication and Conflict Management", Steve Swafford, Leadership Outfitters In this session, you'll discover your individual behavior style and how it affects how you communicate and your ability to manage conflict effectively. You will also explore how these core issues directly impact your leadership effectiveness in a group. Option 2: "Finding, Cultivating and Rewarding Volunteers", Jill McCrory, Leadership Outfitters IFT, like other organizations, struggles with finding volunteers. In this session learn how to identify potential new volunteers, discover their skills and talents, match their talents to specific tasks, and ask for participation in the R.I.G.H.T... way. Option 3: "Division Best Practices" In this session, join Division leaders to learn about what works in their Divisions and share your best practices with other attendees. Topics discussed in this session will be developed from pre-meeting surveys of Division leaders.
2:30-3:00 p.m.	Closing General Session – "I've Been "Conferenced, Now What? Implementing Your Great Ideas", Jill McCrory and Steve Swafford, Leadership Outfitters You've been to the conference, you've got the handouts and pages of notes, you are brimming with great ideas and new techniques . . . now what? This session will guide you in how to utilize these new ideas and how to propose new techniques to your organization as well as give you tips and techniques for bringing about change. You will discover how to create your own areas of "greatness" in order to implement new ideas.
3:00 p.m.	Adjournment and Safe Travels Home

SLF REPORT APPENDIX 2 –
DEMOGRAPHIC PROFILE OF ATTENDEES

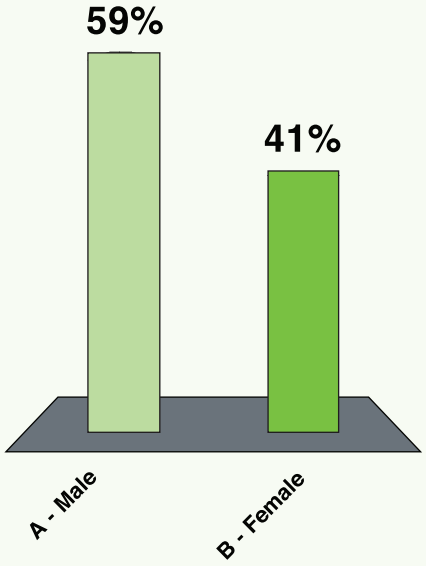
Age



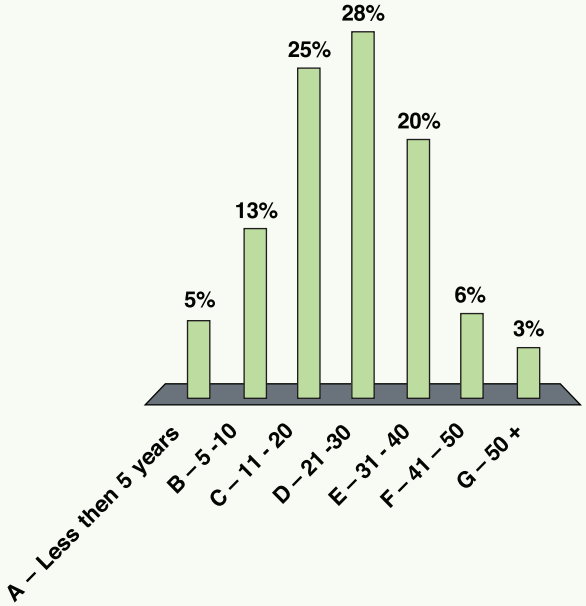
Job Affiliation



Gender



Membership Tenure



SLF REPORT APPENDIX 3 – IDEA WALL CONTRIBUTIONS

At the 2007 Strategic Leadership Forum, participants had the opportunity to share their ideas on leadership, organizational best practices and section/division effectiveness on an "Idea Wall". These contributions were synthesized and are presented in the following categories. Best Practices are contributions that detail what IFT is doing to be successful in these areas. Ideas to explore are areas for IFT to consider and evaluate to improve current practices and ensure ongoing success.

Best Practices in….

Governance/Leadership

- Providing volunteer leaders with ongoing, honest feedback on performance and assistance in their leadership development.
- Obtaining continuous input and participation from a diverse representation of members (SLF, task forces, committees, and town hall) to give members ownership of the ideas and the organization.

Strategy Development

- Developing a clear and concise mission that is understood and embraced at all levels of the organization.
- Developing guiding principals.
- Marketing/sharing the vision to inspire others.
- Prioritizing important initiatives.
- Benchmarking and challenging the process.

Philanthropy

- Organizing a volunteer effort at a soup kitchen or for an organization like Habitat for Humanity.

Membership Recruitment/Retention

- Assigning two or three members to greet first time attendees and introduce them around at section meetings.
- Creating more opportunities for developing personal relationships and inspiring a vision.
- Sending a personal letter to new graduates from section (BS, MS, Ph.D.) to encourage them to join IFT.

Career Guidance

- Providing multiple recognitions to participants in and organizers of student poster competitions.

Ideas for IFT to explore…

Governance/Leadership

- Focusing on new governance structure implementation to ensure success.
- Ensuring that information about position duties and responsibilities (for national and local leadership positions) is available and accessible.
- Developing a strategy for members of the Board of Directors to attend section, division and regional meetings.

Strategy Development

- Continuing to be strategic, visionary and creative.
- Addressing that IFT's strength – bringing all of the food industry parts together and being inclusive – could be and sometimes is our biggest weakness.
- Would the profession disappear if IFT disappears?
- Develop an action plan for implementation and reaching goals.

Membership Recruitment/Retention

- Develop more integrated recruitment and retention plans.
  - Explore the following:
  - Upper management outreach program;
  - Create new member welcome materials for sections;
  - Better ways to welcome and engage new members; and
  - Using a more personal approach.
- Explore additional vehicles for membership recognition
  - Recognizing volunteer contributions such as "Years-Of -Service" acknowledgement.
  - Positive feedback loops.

Career Guidance

- Provide multiple recognitions to participants and organizer in student poster competitions.
- Explore a mentoring program to capture and utilize members' passion.

Communication

- Continue the momentum from the SLF and transfer to other facets like section meetings. Use sections as a communication vehicle for organizational information and incorporate section vision/initiatives in communications.
- Clearly communicate.

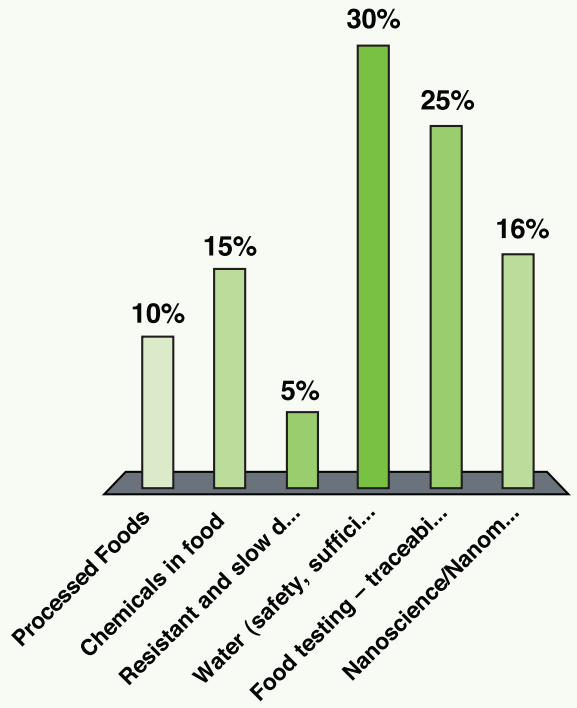
Other

- Initiate an open idea solicitation to the general membership and ask members to submit proposals. IFT could support ideas with micro loans or staff resources to support the ideas.
- Validate the Strategic Leadership Forum's direction and success.

SLF REPORT APPENDIX 4 – SNAPSHOT OF AUDIENCE RESPONSE QUESTIONS

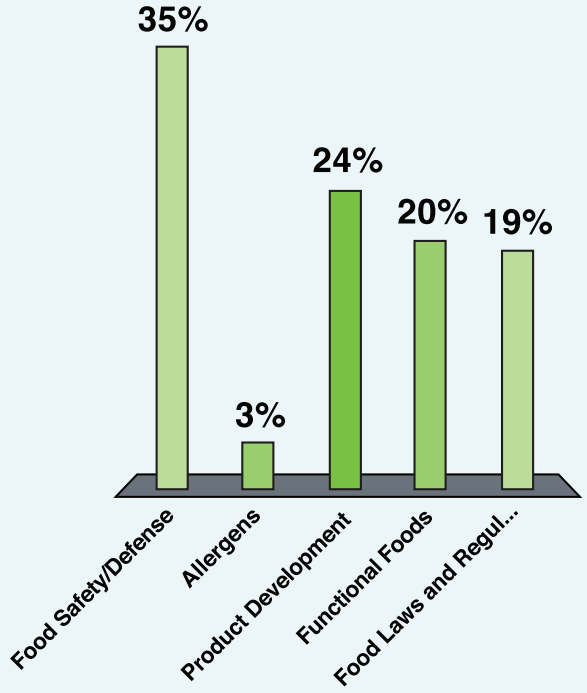
Based on priorities identified by the Science Reports and Emerging Issues Committee, please vote for the emerging science issue that you think is the most important for IFT to address in the next 18 months. (Select 1)

1. Processed Foods
2. Chemicals in food
3. Resistant and slow digesting starches and health
4. Water (safety, sufficiency, supply, treatment, chemical contaminants, etc.)
5. Food testing – traceability/authenticity
6. Nanoscience/Nanomaterials



Which of the following IFT offered educational programming are you most likely to attend (or have your staff attend)?

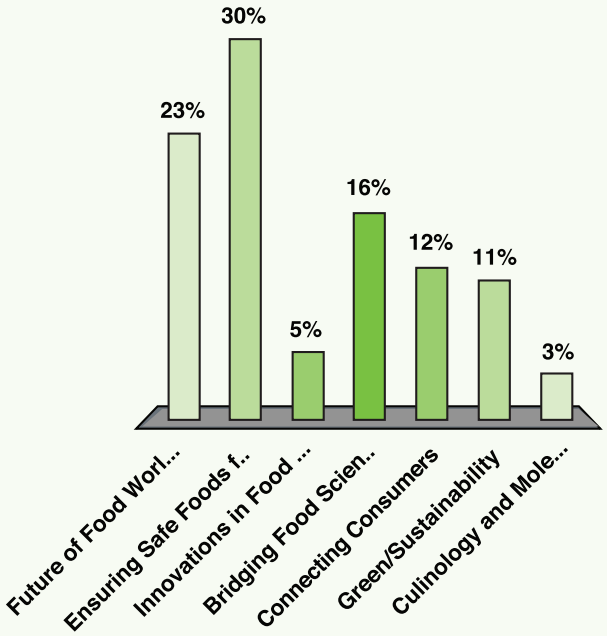
1. Food Safety/Defense
2. Allergens
3. Product Development
4. Functional Foods
5. Food Laws and Regulations



SLF REPORT APPENDIX 4 – SNAPSHOT OF AUDIENCE RESPONSE QUESTIONS *(CONTINUED)*

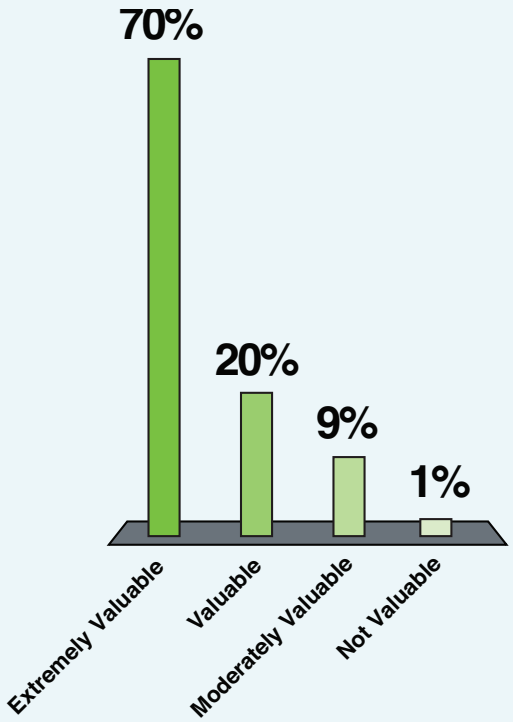
Which theme idea do you feel would be most appealing as the 2008 Annual Meeting theme? (pick 1)

1. Future of Food Worldwide
2. Ensuring Safe Foods for Tomorrow's Generations
3. Innovations in Food Products
4. Bridging Food Science and Human Nutrition
5. Connecting Consumers
6. Green/Sustainability
7. Culinology and Molecular Gastronomy (Molecular science of food)



How valuable are the networking opportunities that you gain through your membership and participation in IFT?

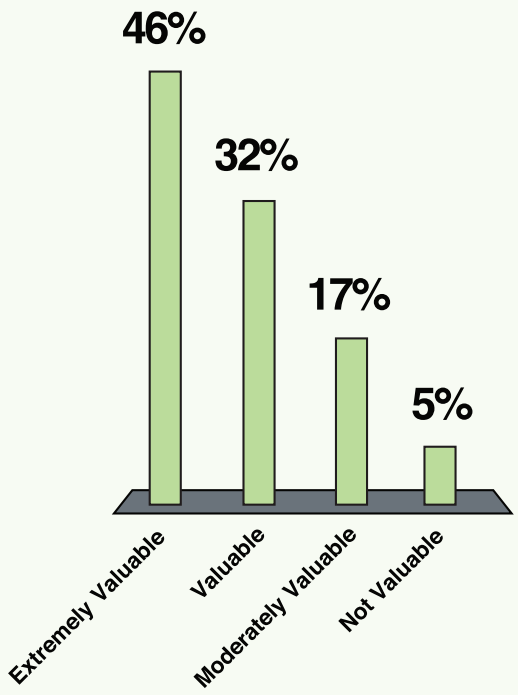
1. Extremely Valuable
2. Valuable
3. Moderately Valuable
4. Not Valuable



SLF REPORT APPENDIX 4 –
SNAPSHOT OF AUDIENCE RESPONSE QUESTIONS *(CONTINUED)*

How valuable are the leadership development opportunities that you gain through your membership and participation in IFT?

1. Extremely Valuable
2. Valuable
3. Moderately Valuable
4. Not Valuable



SLF REPORT APPENDIX 3 –
ATTENDEE QUOTES ABOUT STRATEGIC LEADERSHIP FORUM

Some specific comments about the event included:

- I felt that I was a part of something. That I was creating the future of IFT.
- "Excellent sessions that will help in developing leaders for IFT and help in charting IFT's future course."
- "The environment for the meeting provided an excellent opportunity for interactions among members and the current IFT leadership."
- "Great agenda with a good mix of strategic thinking and leadership training."
- "The meeting was well ran and had a lot of great ideas completed. I thought there was a great chance to share and converse as well as network. The mixers and tables allowed for free thinking and encouraged a great range of people to interact."
- "IFT is becoming a more dynamic organization; we must begin to look at issues in different ways."
- "Excellent exchange of information."
- "All was great!"
- "Very well organized – good job!"
- "In my opinion the arrangements were perfect, can't think of a way to improve."
- "Very well executed... from the materials to the timing to the speakers and the overall hospitality of the staff."
- "There was a lot of valuable information from the seminars and the discussions during the break out sessions. It was also a good opportunity to share ideas for meeting topics and arrangements that would help increase membership and attendance."

IFT

Institute *of*
Food Technologists

THE Society for Food Science & Technology