



# Auxiliary Notes

► by Shirley Williams, president, American Angus Auxiliary

## A word to the whys

*“There are those who look at things the way they are, and ask why. ... I dream of things that never were, and ask why not.”*

— Robert F. Kennedy, 1968 presidential campaign

### Why times five

A friend who is a project manager in a large international corporation told me about a process they use frequently called “The Five Whys.” The question “Why?” is asked in succession (at least five times) to work toward determining the real root of a problem or an issue.

As you persistently ask “Why?” following each answer, you can’t help but dig deeper into the complexity of the challenge. Sometimes it grows bigger as you pile

problem on top of problem. Sometimes it diminishes as you dissect and departmentalize. Often, the process just becomes ridiculous as things you’ve always believed to be true are proven to be completely indefensible!

When I first tried this strategy, I felt I’d gone back to the toddler days when all Katie or Elizabeth ever did was ask, “Why?” I recalled that their child-level questions always had a way of bringing me “back to basics.” I would search for a way to explain a

concept of life in a truthful way — that they could understand — without judgment one way or another. I often found myself more deeply considering not necessarily why a situation was this way or that, but why I thought it was that way!



► **Above:** The American Angus Auxiliary met Thursday, July 21, in the Beef Palace Auction Arena at the National Western complex in Denver, Colo., for its midyear meeting.

► **Below:** One youngster peaks beneath the table to see if the Auxiliary could possibly have one more item to offer at the Angus Sale Barn in Denver, Colo., during the NJAS.



► **Above:** Auxiliary President Shirley Williams presents a silver Revere bowl to Chelsea Wieben, Waterford, Va., who placed fifth in the 2005 National Junior Angus Showmanship Contest. The Auxiliary presents a silver bowl to each of the top five contestants.

PHOTOS BY SHAUNA ROSE HERMEL

### Excellence in questions

Back in May, a dynamic group of interested, active American Angus Auxiliary members gathered at American Angus Association headquarters in Saint Joseph, Mo., for a two-day conference titled “Excellence — No Exception II.” An in-depth tour of each Association department and the *Angus Journal* production office was followed by briefings given by key staff members. As we studied the structure of the work there, we gained new insight into the workings of the big business our Auxiliary is meant to support. We must have asked a million questions. And, it seemed every few minutes another of us expressed something like, “I had no idea there was this much involved in running a cattle breed!”

The first day, our group was able to become totally in tune with the work of the Association. From discussions of Web marketing, to demonstrations of online cattle management tools, to implementation of *Certified Angus Beef*® (CAB®) marketing strategies, to the current statistical incline of the breed’s growth, we saw how constant change has affected the function of every department and every task at our breed headquarters. Over and over, we were shown how the work and services of our Association must be allowed to grow and evolve to meet the needs of breeders so that, together, we can meet the challenges of the beef industry.

On the second day, Auxiliary officers presented the history and framework of the major programs and activities our organization conducts: scholarships, awards, Miss American Angus and the Auxiliary-sponsored All-American CAB Cook-Off. All the participants were asked to jot down their questions and suggestions for improvement as they listened to the outlines. We recorded their input on giant Post-it® Notes and the walls of the boardroom became filled with amazing ideas from the fresh minds and varied experiences of the conference participants! This session, called “green-light thinking,” really generated enthusiasm for conducting proven programs in new ways and exploring new projects we’ve never tried.

### Back to the whys

The energy of all those ideas for new

projects and new methods also brought to light some very important considerations that are sure to have much effect. Here's an example of one: To do everything we want to do in the future, it is necessary to create a new ladder of leadership — a Board of Directors to serve with and support the national officers we have historically elected.

*Why?* To invite, encourage and maximize the time, talents and experience of more of our members.

*Why?* Four regional directors and an at-large director will add a more well-rounded focus to the current officer structure.

*Why?* Leadership needs to be expanded, yet be able to meet on a regular basis and act efficiently with productive results.

*Why?* Flexible, responsive Auxiliary leadership will become better able to adapt to the changing needs of our parent association.

*Why?* So that the time and effort given by all volunteers — officers, directors and members — will become more effectively utilized in fulfilling our role.

Four proposals have been thoroughly researched and prepared for review by Legislative and Bylaws Chairwoman Pam Bailey and her committee:

1) formation of a board of directors, which includes the officers, four regional

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directors and one at-large director;

2) an update of financial sections to reflect our recent alliance with the Angus Foundation and the addition of the executive treasurer position;

3) realignment of our fiscal year (FY) to that of our parent organization; and

4) introducing gender-neutral language throughout our bylaws so participation of men, as well as women, is welcome.

At our midyear meeting at the National Junior Angus Show (NJAS) in Denver, Colo., in July (as our procedure dictates), the proposals were presented to the members in attendance. The next step is to read the proposed changes below. They will come before the membership for a vote on Nov. 12 at the North American International

Livestock Exposition (NAILE) in Louisville, Ky.

When you read and consider these four changes to our bylaws, I invite you to ask the question, "Why?" My answer is simple: To keep pace with the largest beef breed registry in the world, the Auxiliary must embrace change the way the American Angus Association has done — positively and confidently, with respect for our past, but with our actions clearly focused on today's opportunities and tomorrow's demands. I hope your next question will be, "Why not?"



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**AMERICAN ANGUS AUXILIARY TO THE AMERICAN ANGUS ASSOCIATION**

**PROPOSED BY-LAWS**

**ARTICLE I Name**

Section 1.1 The name of the organization shall be the American Angus Auxiliary to the American Angus Association.

**ARTICLE II Object**

Section 2.1 The object of the Auxiliary shall be to have ~~women~~ interested persons interested in the welfare of the Angus breed meet together for educational, promotional, social and other functions appropriate to this organization. It shall be a non-profit organization.

**ARTICLE III Members**

Section 3.1 Members shall be active or honorary.

Section 3.2 Active members are ~~women persons~~ who are willing to uphold the purpose of the organization and pay their annual or lifetime dues in advance to the Secretary-Treasurer. They should be willing to serve in any capacity needed.

Section 3.3 Honorary members may be any ~~woman or girl~~ person who has rendered distinguished service to the organization or to the Angus breed and has been recommended by the Executive Board and elected by the membership at the Annual Meeting. Honorary members may attend all meetings of the organization, shall be exempt from paying dues and cannot hold office or vote unless first having attained active membership status.

**Article IV Officers**

Section 4.1 The majority voting at the Annual Meeting shall elect the officers.

Section 4.2 President

- (a) Shall preside at all meetings of the organization,

Executive Board and Executive Committee meetings.

- (b) ~~Appoint a representative for each unorganized State to serve that State on the Executive Board.~~
- (eb) Appoint Standing Committees.
- (ec) Appoint Special Committees as authorized by the Executive Board.
- (ed) Shall be an ex-officio member of all committees except the Nominating Committee.
- (fe) See that committees function as they should and ~~on time~~ in a timely manner.
- (ef) Appoint members to fill vacancies in the elective offices with approval of the Executive Board.
- (eg) Appoint sufficient Tellers for the Annual elections.
- (eh) ~~She~~ Shall become a member of the Executive Committee and Chairman of the Nominating Committee for one year at the expiration of her Presidency.

Section 4.3

- Vice-President shall be known as the President-Elect.
- (a) ~~She~~ Shall automatically become the next President.
  - (b) Serve in the absence, incapacity or death of the President.
  - (c) Serve as a member of the Liaison Committee.
  - (d) Perform such other duties as the President may assign to her.
  - (e) Serve as chairman of the Scholarship Committee.
  - (f) Comply with the regulations governing finances as stated in Article X of the By-Laws.

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## AUXILIARY BY-LAWS

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### Section 4.4 Secretary-Treasurer

- (a) Maintain separate accounts: The Secretary's record in one book and the Treasurer's Record in another.
- (b) Keep an accurate record of the minutes of the Annual, Regular Executive Board, Executive Committee and special meetings, and send a true and exact copy promptly to all members of Executive Committee and Chairperson of the Yearbook Committee.
- (c) ~~Oversee the activities of the executive treasurer who shall receive~~ Receive, deposit and disburse money as provided and directed by the provisions of Article X.
- (d) ~~Oversee the executive treasurer to receive~~ Receive money for dues and receipt for same.
- (e) Co-operate with the ~~Chairman of the Ways and Means Committee~~ executive treasurer in keeping an accurate record of the General Fund.
- (f) The President and Secretary shall co-operate in arranging the Order of Business for all meetings of the Auxiliary.
- (g) Prepare and present an Annual Report at the Annual Meeting and receive and file all annual reports of the Officers and Chairman of committees for further reference. Send or provide one copy to be sent to the Association office in St. Joseph, Missouri.
- (h) Have the accounts audited ~~by the Finance Committee~~ at the close of the Fiscal Year and after paying all outstanding bills after the Annual Meeting, turn over the records to her successor within thirty (30) days after election.

## ARTICLE V Meetings

Section 5.1 The Annual Meeting of the American Angus Auxiliary shall be held at the time and place of the Annual Meeting of the American Angus Association.

Section 5.2 Regular Meetings. One meeting shall be held during the National Junior Show.

Section 5.3 Special Meetings. Shall be called by the President or by five (5) members of the Executive Board.

## ARTICLE VI Executive Board

Section 6.1 Executive Committee. The elected ~~o~~Officers and the immediate Past President form the Executive Committee of the Executive Board to transact business requiring immediate attention between meetings.

Section 6.2 ~~Executive Board. State or Regional Directors. The President of each state auxiliary is entitled to serve on the Executive Board, or an appointed delegate from that state if the President is unable to serve. Delegate appointed by President of state. The Executive Board shall be composed of the Executive Committee and five directors. Four of the directors shall represent specific geographic regions as established in Section 6.3. The fifth director shall be an at large member as described in Section 6.4.~~

Section 6.3 ~~Regional Directors. at large. Each unorganized state shall have a representative appointed by the President. Regional Directors will be elected at the Annual Meeting by the majority of voting members present at the meeting. Regional Directors shall serve~~

~~a three (3) year term. Directors are not eligible for reelection as a director until the lapse of one term after the completion of their services as a director. Terms shall be arranged so that no more than two directors' terms shall expire annually. Regional Directors will serve from the following four regions:~~

~~Northwest Region: Alaska, Washington, Oregon, Idaho, Montana, Wyoming, North Dakota, South Dakota and Nebraska~~

~~Southwest Region: California, Nevada, Utah, Colorado, Kansas, Oklahoma, Arizona, New Mexico, Texas and Hawaii~~

~~Northeast Region: Minnesota, Iowa, Wisconsin, Illinois, Indiana, Michigan, Ohio, West Virginia, Pennsylvania, New York, Vermont, New Hampshire, Maine, Maryland, Rhode Island, Connecticut, New Jersey, Delaware, Massachusetts and the District of Columbia~~

~~Southeast Region: Missouri, Kentucky, Virginia, Arkansas, Tennessee, North Carolina, South Carolina, Louisiana, Mississippi, Alabama, Georgia and Florida~~

Section 6.4 ~~Delegate-Director-at-large. The wife of the incumbent President of the American Angus Association.~~ A Director-at-large will be elected at the Annual Meeting by the majority of the voting members present at the meeting. The Director-at-large shall be elected for a three year term and is not eligible for reelection.

Section 6.5 ~~Chairman of all national committees, or in her absence a member of that committee.~~ Initial Terms of Directors. At the annual meeting in 2005, the Northwest and Southeast regional directors shall be elected for a one year term expiring in 2006. The Northeast and Southwest regional directors shall be elected for a two year term expiring in 2007 and the Director-at-large shall be elected for a three year term expiring in 2008. Notwithstanding Section 6.3, these regional directors are eligible for a three-year term at the expiration of their initial term.

Section 6.6 ~~All past presidents of the American Angus Auxiliary will be members of the Executive Board.~~

Section 6.7 Only members of the Executive Board shall have the right to introduce a motion or vote at Executive Board meetings. Any member attending shall have the right of discussion.

## ARTICLE VII Standing Committees

Section 7.1 There shall be the following Standing Committees and in addition such other committees as deemed necessary to carry on the work of the Auxiliary. The committees will report their activities and any recommended actions related to their committee to the Executive Board.

Section 7.2 Awards Committee.

- (a) In charge of awards given in recognition of ~~girls and boys' junior angus members'~~ girls and boys' junior angus members' achievements, meritorious records in enterprises and competition with Angus cattle.

Section 7.3 Program Committee.

- (a) Plan Programs and make all arrangements for meetings, following guidelines presented by the President.
- ~~(b) Select members to serve as hostesses during the Annual Meeting.~~

Section 7.4 Finance Committee.

- (a) Shall prepare books for audit by committee appointed by the President. This committee will also audit the books of the Ways and Means Committee at the end of the year.

- (b) Plan and present a budget ~~to for the next fiscal year with~~ the members at the ~~beginning of the year annual meeting.~~
- (c) ~~Scholarship funds to be audited at the direction of the Trust company.~~
- (c) Shall oversee the management of the Scholarship Fund by the Angus Foundation.
- (d) The Finance Committee and Executive Board shall review the amount of monies in the Scholarship Fund and its investment with the Angus Foundation on at least an annual basis.
- Section 7.5 ~~Legislative and~~ By-Laws Committee.
- (a) ~~Make recommendations on legislation to States, having first consulted with our parent organization, the American Angus Association.~~
- (ba) Prepare and make available By-Law forms as a guide for State Auxiliaries.
- (eb) Review By-Laws of the States before they are adopted to prevent conflict with existing national rules.
- (dc) Review existing By-Laws and recommend changes when necessary.
- Section 7.6 Membership Committee.
- (a) Should consist of Chairman and Vice Chairman.
- (b) The duties of the Chairman shall be to maintain the membership files and collect the dues, transmitting the money to the ~~Secretary-Treasurer~~ executive treasurer.
- (c) The Vice-Chairman's duties are to consider, advise and act upon the ways of building and maintaining membership in the Auxiliary.
- Section 7.7 ~~Beef - Leather~~ Education Committee.
- (a) Co-operate with established groups in the distribution of reliable information concerning merits of meat in human diet and beef in particular.
- (b) Collect, file and publicize kitchen-tested recipes using beef.
- (c) Educate the public as to the excellence of Angus beef.
- (d) ~~To urge members to watch and study national and state legislation pertinent to the beef industry and inform legislators of our wishes.~~
- Section 7.8 Scholarship Committee.
- (a) The Scholarship Committee shall consist of eight members. The President-elect shall be Chairman. The eight members shall be appointed by the president and confirmed by the Executive Committee of the Executive Board and shall serve for a period of four (4) years with two retiring and two new members appointed annually. In the event of a vacancy ~~she an~~ individual shall serve only the time represented by the unexpired term of the member ~~she the~~ individual was appointed to replace.
- (b) The duty of the committee shall be to conduct the annual National Scholarship contest including the judging of the entries in the contest.
- (c) If due to the number of entries or the absence of a member of this committee the Chairman may appoint such additional members to consider and judge the entries as may be reasonably
- needed with the approval of the President and the Executive Committee.
- (d) No scholarship award may be made to the immediate family of any officer of this organization or any member assisting in the judging of the entries.
- (e) All monies received for the scholarship fund shall be deposited as provided in Article X and all bills incurred by the scholarship committee shall be paid from the general fund.
- (f) The amount of the scholarship awards and the number of them shall be established each year as follows: The scholarship committee, upon receipt from the ~~bank in St. Joseph, Mo.~~ Angus Foundation of an estimate of the income of the funds' interest, shall recommend to the Executive Committee, the number of awards and the amount of money of each award.
- (g) It is recognized that the scholarship principal funds were received by this Auxiliary for scholarship purposes only and are therefore dedicated funds to be held ~~in trust~~ for this single purpose.
- Section 7.9 Public Relations Committee.
- (a) Public Relations Committee will correlate and publicize news items from the State Auxiliaries and cooperate with the American Angus Association's Public Relations Director and Editor of the *Angus Journal*.
- Section 7.10 Ways and Means Committee.
- (a) Fund Raising.
- (b) Study and advise on methods of raising funds.
- (c) The Chairman shall have ~~her~~ the committee's books audited ~~by the Finance Committee~~ at the close of the fiscal year and after paying all outstanding bills after the Annual Meeting, turn over the records to ~~her~~ the successor within thirty (30) days after the Annual Meeting.
- (d) ~~She~~ The Chairman shall comply with the regulations governing finances as stated in Article X of the By-Laws.
- Section 7.11 Yearbook Committee.
- (a) Shall publish the book for the benefit of the members.
- (b) ~~The Yearbook shall contain an accurate list of all members.~~
- (eb) The Yearbook shall contain an accurate list of State and Regional Auxiliary Officers and the Annual Report of each State and Regional Auxiliary submitted by printing deadline.
- Section 7.12 Nominating Committee. See Article VIII below.
- Section 7.13 Liaison Committee.
- (a) Shall find ways to work more closely with American Angus Association.
- (b) Shall cooperate with like organizations of other breeds on matters of mutual interest.
- (c) The President-Elect shall be a member of this committee.
- Section 7.14 Historian Committee.
- (a) Shall keep an Auxiliary Scrapbook of programs, news clippings, pictures and any important

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events pertaining to the organization.

- (b) The scrapbook shall contain an accurate list of State and Regional Auxiliary Officers and the annual report of each State and Regional Auxiliary submitted by printing deadline.

### Section 7.15 Advisory on Trust Committee.

- (a) ~~Shall consist of a chairperson and/or a vice chair or co chair, and five members, three of whom are past presidents. The current secretary/treasurer shall serve as an ex officio.~~
- (b) ~~Shall oversee the Scholarship Trust Fund according to the investment guidelines to insure that the fund is invested profitably.~~
- (c) ~~The Trust Fund shall be in a financial institution in St. Joseph, Missouri.~~
- (d) ~~The Financial Institution's Trust Department shall manage the funds in accordance with Auxiliary Guidelines. The guidelines are set by the Advisory on Trust committee with approval of the Executive Board.~~
- (e) ~~The Advisory on Trust Committee and Auxiliary officers shall receive periodical reports from the Financial Institution.~~

## ARTICLE VIII Nominations and Elections

### Section 8.1 Nomination Committee.

- (a) Shall consist of five members no two of whom shall be from the same state; two are elected by the active members at the Annual Meeting and two members elected by the Executive Committee of the Auxiliary before July 1. The Chairman shall be the Immediate Past President of the Auxiliary.
- (b) Maintain a record during the year of the qualified persons for positions of leadership.
- (c) Shall prepare a ticket of one (1) and not more than two (2) candidates for each office and not more than two (2) candidates for each director position to be filled and secure prior consent of all candidates to have their names appear on the ballot.
- (d) At the appointed time the Chairman shall read the report of the Nominating Committee to the members. The President shall call for nominations from the floor (per *Robert's Rules of Order*).
- (e) The election shall be by ballot and a majority of all ballots cast shall be necessary to elect.
- (f) The President shall have appointed the Tellers before the meeting. They shall prepare the ballots and pass one to each member and count when all have voted.
- (g) If there should be but one candidate for each office and each director position, candidates shall be declared elected by a motion from the floor. ~~(Note the motion is "I move these candidates be declared elected to serve as the officers for the ensuing year.")~~

## ARTICLE IX Dues and Fiscal Year

### Section 9.1 Dues. Dues to be determined by the Executive Board.

Section 9.2 Fiscal Year. The fiscal year of the American Angus Auxiliary shall be from ~~November~~ October 1 to October 31 ~~September 30~~ and the books of the Treasurer shall be closed ~~October 31~~ September 30.

## ARTICLE X Finances

Section 10.1 Funds of the American Angus Auxiliary shall be used for necessary operating expenses and constructive work benefiting the American Angus cattle industry.

### Section 10.2 Scholarship Fund.

- (a) ~~There shall be a separate account maintained The Angus Foundation at the bank in St. Joseph, Missouri, will receive and manage the investment on behalf of the American Angus Auxiliary of in the name of the American Angus Auxiliary Scholarship Fund into which all American Angus Auxiliary scholarship funds. are deposited.~~
- (b) All monies received by the American Angus Auxiliary for the Scholarship Fund shall be deposited in the bank and to the account of the fund as set forth in Section 2(a) transferred to the Angus Foundation.

### Section 10.3 General Fund.

- (a) There shall be a separate account maintained at a bank in St. Joseph, Missouri, in the name of the American Angus Auxiliary General Fund into which all money received by ~~the Secretary-Treasurer~~ the Auxiliary shall be deposited providing these monies are not intended for the scholarship fund. This money ~~is~~ may then be disbursed ~~by her~~ by check after an authorization of the Executive Committee.
- (b) The money received by the Chairman of the Ways and Means Committee ~~is~~ shall be deposited ~~by the Treasurer~~ into the General Fund.

Section 10.4 Should the purposes of the American Angus Auxiliary Scholarship Fund and General Fund be terminated for any reason, the balance remaining in these two funds shall be turned over to the American Angus Association to be used for the same purpose as originally intended.

## ARTICLE XI Quorum

Section 11.1 A quorum for the annual, regular and special meetings shall be a majority of the voting members present.

Section 11.2 A quorum of the Executive Board shall consist of those members present including two members of the Executive Committee, totaling not less than ~~six~~ five qualified members.

## ARTICLE XII Parliamentary Authority

Section 12.1 *Robert's Rules of Order Revised* shall be the guide on all points not contained in these By-Laws.

## ARTICLE XIII Amendments

Section 13.1 These By-Laws may be amended at the Annual Meeting by a ~~two thirds (2/3) majority~~ vote of the members present and voting provided notice of the proposed amendment was published in the *Angus Journal* or members were notified in writing not less than thirty (30) days prior to the Annual Meeting.

Section 13.2 A proposed amendment must be presented to the membership for adoption.

