Vote #1

Select the category that most closely represents your role:

1. AVMA member or other 5%
2. AVMA staff 4%
3. Council / Committee / Task Force 2%
4. Emerging or future leader 19%
5. Executive Board 3%
6. House of Delegates 41%
7. SAVMA member 1%
8. VMA elected leader 15%
9. VMA executive 9%
Vote #2-Test Statement for Keypads

January weather in Chicago heightens my desire to attend the Veterinary Leadership Conference

1. Strongly agree 15%
2. Agree for the most part 6%
3. Somewhat agree 6%
4. Somewhat disagree 15%
5. Disagree for the most part 24%
6. Strongly disagree 34%
Vote #3

• What was the overall average cost of a resolution in 2012?

1. $57,000 23%
2. $700 5%
3. $17,000 40%
4. $37,000 32%
Vote #4

What is the policy-making body of the AVMA?

1. Executive Board 11%
2. House of Delegates 23%
3. Both 61%
4. Neither 4%
Vote #5

- In the state of Illinois, according to the law governing non-profit organizations, how many bodies are allowed to govern the management of the organization?

1. Two 8%
2. Three 2%
3. One 83%
4. No limit 6%
Vote# 6  Voting on Foundational Statements

The most efficient and effective system of governance structure, process and culture will deliver the maximum programs, services, and benefits for members.

Mean: 2.22

1. Strongly agree 37%
2. Agree for the most part 33%
3. Somewhat agree 15%
4. Somewhat disagree 7%
5. Disagree for the most part 3%
6. Strongly disagree 5%
Vote #7  Voting on Foundational Statements

Eliminating redundancy allows resources to flow to meaningful and impactful work.

Mean: 2.07

1. Strongly agree 43%
2. Agree for the most part 32%
3. Somewhat agree 12%
4. Somewhat disagree 4%
5. Disagree for the most part 5%
6. Strongly disagree 4%
The AVMA staff has tremendous insight into the profession and its needs, and their scientific and non-scientific expertise should be utilized to the fullest.

Mean: 2.31

1. Strongly agree - 37%
2. Agree for the most part - 25%
3. Somewhat agree - 22%
4. Somewhat disagree - 7%
5. Disagree for the most part - 5%
6. Strongly disagree - 4%
Vote #9  Voting on Foundational Statements

Face-to-face meetings are important for exchanging ideas, developing leaders, and fostering personal and organizational relationships.

Mean: 1.49

1. **Strongly agree** 68%
2. **Agree for the most part** 19%
3. **Somewhat agree** 10%
4. **Somewhat disagree** 1%
5. **Disagree for the most part** 1%
6. **Strongly disagree** 1%
Vote #10  Voting on Foundational Statements

The AVMA needs to have effective channels of communication with all segments of organized veterinary medicine and other organizations with intersecting interests.

Mean: 1.32

1. Strongly agree 74%
2. Agree for the most part 21%
3. Somewhat agree 4%
4. Somewhat disagree 1%
5. Disagree for the most part
6. Strongly disagree
Vote #11  Voting on Foundational Statements

The AVMA has a need to more directly solicit, receive and utilize input from members.

Mean: 1.81

1. Strongly agree 50%
2. Agree for the most part 28%
3. Somewhat agree 16%
4. Somewhat disagree 2%
5. Disagree for the most part 2%
6. Strongly disagree 1%
Vote #12  Voting on Foundational Statements

The AVMA process for developing knowledge-based policy requires input from stakeholders.

1. Strongly agree 63%
2. Agree for the most part 22%
3. Somewhat agree 10%
4. Somewhat disagree 4%
5. Disagree for the most part 0%
6. Strongly disagree 1%

Mean: 1.61
Vote #13      Voting on Foundational Statements

The AVMA needs a policy development process that allows the organization to respond in a timely way and take maximal advantage of opportunities.

1. Strongly agree       50%
2. Agree for the most part  28%
3. Somewhat agree        13%
4. Somewhat disagree      3%
5. Disagree for the most part 3%
6. Strongly disagree      3%
Vote #14  Voting on Foundational Statements

The AVMA must structure itself as a professional membership association, not a federation of associations.

Mean: 2.71

1. Strongly agree  
   ▢ 31%

2. Agree for the most part  
   ▢ 23%

3. Somewhat agree  
   ▢ 16%

4. Somewhat disagree  
   ▢ 14%

5. Disagree for the most part  
   ▢ 7%

6. Strongly disagree  
   ▢ 9%
Vote #15  Voting on Foundational Statements

The AVMA needs a clearly defined and effective process for leadership identification, recruitment and development.

Mean: 1.75

1. Strongly agree  53%
2. Agree for the most part  28%
3. Somewhat agree  12%
4. Somewhat disagree  5%
5. Disagree for the most part  1%
6. Strongly disagree  1%
Vote #16  Voting on Foundational Statements

There must be only one entity with fiduciary duty including authority for bylaws, articles of incorporation, and fiscal matters – and the entity with fiduciary authority should also have policy authority.

Mean: 3.16

1. Strongly agree 26%
2. Agree for the most part 18%
3. Somewhat agree 16%
4. Somewhat disagree 13%
5. Disagree for the most part 10%
6. Strongly disagree 18%
Vote #17  Voting on Foundational Statements

Students should be incorporated into the AVMA membership structure, with voting rights.

1. Strongly agree 19%
2. Agree for the most part 15%
3. Somewhat agree 15%
4. Somewhat disagree 16%
5. Disagree for the most part 17%
6. Strongly disagree 18%

Mean: 3.52
Vote #18  Voting on Key Element A

17 members of the Board of Directors

Mean: 3.35

1. Strongly agree 17%
2. Agree for the most part 21%
3. Somewhat agree 21%
4. Somewhat disagree 10%
5. Disagree for the most part 11%
6. Strongly disagree 20%
Vote #19  Voting on Key Element A

Eliminate the position of Vice President

Mean: 3.35

1. Strongly agree 22%
2. Agree for the most part 21%
3. Somewhat agree 12%
4. Somewhat disagree 13%
5. Disagree for the most part 8%
6. Strongly disagree 24%
Vote #20  Voting on Key Element A

Direct member election of officers and directors

Mean: 2.82

1. Strongly agree  33%
2. Agree for the most part  20%
3. Somewhat agree  16%
4. Somewhat disagree  8%
5. Disagree for the most part  9%
6. Strongly disagree  14%
Vote #21  Voting on Key Element A

Eliminate geographic districts for directors

Mean: 3.99

1. Strongly agree 12%
2. Agree for the most part 15%
3. Somewhat agree 15%
4. Somewhat disagree 12%
5. Disagree for the most part 12%
6. Strongly disagree 34%
Vote #22  Voting on Key Element A

Equal time and opportunity for all candidates to get their message out to the membership

Mean: 1.51

1. Strongly agree 69%
2. Agree for the most part 19%
3. Somewhat agree 6%
4. Somewhat disagree 3%
5. Disagree for the most part 1%
6. Strongly disagree 1%
Vote #23  Voting on Key Element A

AVMA would conduct the election for all officers and directors using an electronic secret ballot process

Mean: 2.04

1. Strongly agree 49%
2. Agree for the most part 25%
3. Somewhat agree 13%
4. Somewhat disagree 4%
5. Disagree for the most part 2%
6. Strongly disagree 7%
Vote #24    Voting on Key Element A

A centrally administered, online campaign will ensure consistency in the process, fair and open access to the ballot for all potential candidates, and election results in which all can have confidence

1. Strongly agree 31%
2. Agree for the most part 28%
3. Somewhat agree 18%
4. Somewhat disagree 7%
5. Disagree for the most part 4%
6. Strongly disagree 11%

Mean: 2.58
Vote #25  Voting on Key Element B

Advisory Councils will be formed around strategic goals / initiatives such as Advocacy, Animal Welfare, Economics, Education, Membership Participation, and Research

Mean: 2.15

1. Strongly agree 41%
2. Agree for the most part 32%
3. Somewhat agree 13%
4. Somewhat disagree 4%
5. Disagree for the most part 3%
6. Strongly disagree 6%
Vote #26  Voting on Key Element B

Councils will be made up of approximately 11-13 individuals with skills, backgrounds, and interest in those areas

Mean: 2.07

1. Strongly agree 37%
2. Agree for the most part 39%
3. Somewhat agree 13%
4. Somewhat disagree 6%
5. Disagree for the most part 2%
6. Strongly disagree 4%
Vote #27  Voting on Key Element B

Each Advisory Council will have a liaison from the Board of Directors and a liaison from AVMA staff

Mean: 1.97

1. Strongly agree 50%
2. Agree for the most part 27%
3. Somewhat agree 12%
4. Somewhat disagree 5%
5. Disagree for the most part 1%
6. Strongly disagree 6%
Vote #28  Voting on Key Element B

Councils will report back to the Board of Directors

Mean: 1.78

1. Strongly agree 61%
2. Agree for the most part 22%
3. Somewhat agree 8%
4. Somewhat disagree 2%
5. Disagree for the most part 2%
6. Strongly disagree 5%
Vote #29   Voting on Key Element B

Advisory Council members will be selected by the Leadership Nomination Committee

Mean: 3.63

1. Strongly agree  [11%]
2. Agree for the most part [15%]
3. Somewhat agree  [29%]
4. Somewhat disagree  [10%]
5. Disagree for the most part [12%]
6. Strongly disagree  [22%]
Vote #30  Voting on Key Element B

Advisory Councils will select members for groups helping them in achieving certain goals

1. Strongly agree  29%
2. Agree for the most part  31%
3. Somewhat agree  21%
4. Somewhat disagree  10%
5. Disagree for the most part  2%
6. Strongly disagree  7%

Mean: 2.48
Vote #31  Voting on Key Element B

Advisory Council work groups will comprise structures such as sub-committees and task forces, and include input from all interested AVMA members and perhaps outside stakeholders.

Mean: 2.25

1. Strongly agree
   - 33%
2. Agree for the most part
   - 37%
3. Somewhat agree
   - 17%
4. Somewhat disagree
   - 5%
5. Disagree for the most part
   - 2%
6. Strongly disagree
   - 6%
Vote #32  Voting on Key Element B

Advisory Councils will meet in person together annually to coordinate their work and provide an opportunity to perform certain ceremonial duties that are presently addressed through HOD meetings

Mean: 2.71

1. Strongly agree 27%
2. Agree for the most part 27%
3. Somewhat agree 19%
4. Somewhat disagree 10%
5. Disagree for the most part 6%
6. Strongly disagree 10%
Vote #33  Voting on Key Element B

New system goals are to engage our membership and attract new members, continue to gather environmental scanning input on an ongoing basis, groom new future leaders and harness the knowledge and experience of existing ones, help forge alliances with other animal health and welfare groups, and, above all, drive forward AVMA’s strategic goals

Mean: 2.23

1. Strongly agree  36%
2. Agree for the most part  37%
3. Somewhat agree  14%
4. Somewhat disagree  3%
5. Disagree for the most part  2%
6. Strongly disagree  8%
Vote #34  Voting on Key Element C

AVMA will need to have the capacity and leadership to take on the critical role of facilitator and convener of diverse groups to facilitate dialog, resolve conflicts, and address a wide variety of issues

Mean: 1.74

1. Strongly agree 58%
2. Agree for the most part 25%
3. Somewhat agree 10%
4. Somewhat disagree 2%
5. Disagree for the most part 2%
6. Strongly disagree 3%
Vote #35  Voting on Key Element C

The people nominated for leadership positions must possess the required experience and expertise to meet the needs for the specific positions being filled. The second requirement is legitimacy. There must be a representative distribution of power among groups.

Mean: 1.65

1. Strongly agree 59%
2. Agree for the most part 28%
3. Somewhat agree 6%
4. Somewhat disagree 2%
5. Disagree for the most part 1%
6. Strongly disagree 3%
Vote #36 Voting on Key Element C

The various AVMA entities are divided into “camps” or “factions” such as public health, animal welfare, research, producer groups, and others, rather than groups with diverse professional perspectives.

1. Strongly agree 21%
2. Agree for the most part 18%
3. Somewhat agree 21%
4. Somewhat disagree 17%
5. Disagree for the most part 11%
6. Strongly disagree 12%

Mean: 3.14
Vote #37  Voting on Key Element C

Our new governance model will allow for a variety of professional perspectives to be mingled together in single entities, which will allow for more efficient and effective policy-making and a more nimble responsiveness

Mean: 3.07

1. Strongly agree  15%
2. Agree for the most part  28%
3. Somewhat agree  25%
4. Somewhat disagree  12%
5. Disagree for the most part  9%
6. Strongly disagree  11%
Vote #38  Voting on Key Element C

Appointing committees based on balancing special interests may lead to the protection of those interests and not to the common good of the AVMA, or the profession as a whole.

Mean: 3.05

1. Strongly agree  21%
2. Agree for the most part  18%
3. Somewhat agree  25%
4. Somewhat disagree  18%
5. Disagree for the most part  8%
6. Strongly disagree  11%
Vote #39   Voting on Key Element C

The governance process is leading to a significant disconnect between those who serve and those choosing not to get involved in the current organizational hierarchy

Mean: 2.98

1. Strongly agree
   - 26%
2. Agree for the most part
   - 19%
3. Somewhat agree
   - 20%
4. Somewhat disagree
   - 13%
5. Disagree for the most part
   - 11%
6. Strongly disagree
   - 12%
Vote #40  Voting on Key Element C

When filling roles within the AVMA, the LNC should actively consider how to incorporate or engage members who reflect the changing demographics of the profession

Mean: 2.21

1. Strongly agree 36%
2. Agree for the most part 31%
3. Somewhat agree 21%
4. Somewhat disagree 5%
5. Disagree for the most part 3%
6. Strongly disagree 4%
Vote #41  Voting on Key Element C

Composition of the LNC is still to be determined, but at this time, we believe that 11 members plus a non-voting chair is a good place to start

1. Strongly agree
   - 19%
2. Agree for the most part
   - 32%
3. Somewhat agree
   - 29%
4. Somewhat disagree
   - 8%
5. Disagree for the most part
   - 5%
6. Strongly disagree
   - 8%

Mean: 2.72
Vote #42 Voting on Key Element C

The LNC will propose a slate of nominees as positions become available, and it may also be involved in overall leadership development

Mean: 2.76

1. Strongly agree
   - 17%
2. Agree for the most part
   - 38%
3. Somewhat agree
   - 22%
4. Somewhat disagree
   - 7%
5. Disagree for the most part
   - 3%
6. Strongly disagree
   - 12%
Vote #43  Voting on Key Element C

The positions for all advisory bodies will be appointed and the positions for all decision-making bodies will be elected by the general membership

Mean: 2.90

1. Strongly agree 21%
2. Agree for the most part 29%
3. Somewhat agree 21%
4. Somewhat disagree 11%
5. Disagree for the most part 5%
6. Strongly disagree 13%
LNC will need to move away from the idea of a constituency-based board, and even from a competency-based board, and instead consider the idea of balanced skill sets.
Vote #45  Voting on Key Element C

Each member of a group comes with his or her own skill sets, and these need to balance the other skills already present in the entity

1. Strongly agree  25%
2. Agree for the most part  34%
3. Somewhat agree  23%
4. Somewhat disagree  7%
5. Disagree for the most part  5%
6. Strongly disagree  5%

Mean: 2.49
Vote #46  Voting on Key Element C

There are certain attributes that the LNC will take into consideration as it considers nominees for various leadership positions. These include:

- The ability to think strategically and analytically and to effectively communicate thoughts and the reasons for them
- Possession of earned respect of other key stakeholder group members
- The ability to work well with others as a member of a collaborative group with group decision-making authority
- An earned reputation for emotional maturity, personal integrity, and honesty
- A familiarity with the body of knowledge related to both the process for which the group is responsible as well as the substantive content of the subject area within which decisions and choices will have to be made

1. Strongly agree
2. Agree for the most part
3. Somewhat agree
4. Somewhat disagree
5. Disagree for the most part
6. Strongly disagree

Mean: 2.06