

AOCS

Division Guidelines

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by the

AOCS Governing Board

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INTRODUCTION

Representing a diverse membership base, the AOCS Divisions are the foundation of the Society. Through its Division structure, the AOCS effectively and efficiently represents special interests, shares technical expertise, and offers unique opportunities for like-minded professionals involved in the field of fats, oils, and related products.

Since their inception in 1993, Divisions, by definition:

- a) Accommodate the desires of the membership.
- b) Increase involvement of groups with common professional interests in AOCS programs and governance.
- c) Improve the effectiveness and efficiency of membership appointments to working committees.
- d) Provide a vehicle and procedures for identifying manpower and talent pools within AOCS.
- e) Provide a source of ideas and leadership for technical program development.
- f) Provide a structure that enables unaffiliated individuals and groups with technical interests related to those of the AOCS to attach themselves to the AOCS.
- g) Provide a structure that maximizes communication between the membership, the AOCS Governing Board, and the AOCS professional staff.

As of December 2007, AOCS Divisions encompass the following core areas:

The **Agricultural Microscopy Division** is committed to the continual advancement of visual imaging as a key element in discerning the quality and content of ingredients and finished products of the feed, fertilizer, seed and agri-food sectors. Division members share a common interest in advancing the science, techniques, and skills of visual imaging. Member interaction builds and strengthens professional skills and competencies.

The purpose of the **Analytical Division** is to promote professional interest, communications, and the competence of experts in the field of analytical chemistry. The Division is composed of members with a variety of interests including chromatography (liquid, gas-liquid, high-performance liquid column, thin-layer, and supercritical-fluid),

electrophoresis, spectroscopy (UV, IR, NMR, light-scattering), spectrometry (mass, atomic), fluorometry, differential scanning calorimetry and other analytical methodologies and physical techniques (extraction, derivatization, titration) pertinent to the analysis of fats and oils.

The purpose of the **Biotechnology Division** is to promote professional interest, communications, and competence of individuals interested in plant and microbial biotechnology. The term "biotechnology" covers a broad context including the use of techniques such as fermentation, tissue culture and cloning, and molecular genetics to provide new and improved materials from plant and microbial sources as well as the use of enzymes and whole cells for biotransformation of products. An additional aim of the Division is to assist in the exchange of information among members with similar interests through meetings and publications within the Society.

Edible Applications Technology (EAT) Division is the primary group for professionals in the processing and utilization of lipids with major focus in food applications. The Division promotes and facilitates communication among government, industry, and academia. A major goal is to provide a forum for the advancement of allied technologies. The Division encompasses the technical area of product development, process technology, functional food lipids, utilizing the unique composition and physical properties of oils to perform specific functions in edible products, pharmaceutical manufacturing, synthetic and natural emulsifier production, and maximizing the nutritional aspects of fats and oils.

The **Food Structure and Functionality Forum (FS&FF)** is an international group of scientists devoted to food structure and functionality topics. The mission of the group is to promote global collaboration between food and agriculture professionals in structure and functionality disciplines by facilitating interaction and providing a forum for exchange of knowledge, expertise, and research findings. The food structure and functionality field is constantly evolving as a scientific discipline. Its primary goal is to unravel the relationships between food structure and functional properties of food materials and products.

The **Health and Nutrition Division** promotes and facilitates communication and cooperation among industry, academia, and government professionals whose interests in lipid biochemistry and physiology relate to all aspects of dietary fats and health. The Division encompasses the technical areas of dietary fats and general health. Areas include: the relationship of dietary fats to promotion of wellness and prevention of disease; omega-3 and omega-6 essential fatty acids and eicosanoids, fat-soluble vitamins and other fat-soluble constituents; fat substitutes; and advancement of nutrition policy.

The purpose of the **Industrial Oil Products (IOP) Division** is to provide a forum for the exchange and dissemination of information and to promote contacts among professionals involved in research, development, engineering, marketing, and testing of industrial products from fats and oils. Such products include fuels, lubricants, coatings, polymers, paints, inks, cosmetics, dielectric fluids, additives, and any other suitable application. Synthesis of novel derivatives from fats and oils as well as genetically engineered new crops with potential as new industrial products and co-products such as glycerol arising during the production of industrial oil products are also included.

The **Lipid Oxidation and Quality (LOQ) Division** is the primary group for professionals in lipid oxidation with a major focus in food applications. The Division encompasses the technical areas of flavor, instrumentation, chemical analyses, biological oxidation, antioxidants, nutraceuticals, processing, and mechanisms.

The purpose of the **Phospholipid Division** is to promote professional interest, communications, and competence of experts in the fields of phospholipids and lecithin. The Division works to unite professionals to research and understand the following areas related to phospholipids: physical and chemical methods used to quantify lecithin; practical applications in baking, confections, meats, cosmetics and pharmaceuticals; and improvements in making emulsification systems.

The purpose of the **Processing Division** is to advance the relevant processing knowledge and managerial skills of its members by providing a well-balanced forum of technical information and networking opportunities, to promote and facilitate communication and cooperation between members, and to mentor young professionals. The group combines people with the following professional interests: oilseed handling preparation and extraction, refining and processing, oil products and packaging, feed ingredients, by-product utilization, safety and health, and environmental concerns.

The **Protein and Co-Products Division** includes members in the following areas: proteins and co-products from biomaterial for food, feed, and industrial applications; extraction, separation, purification, and characterization technologies; structural function modifications, physiochemistry and functionality; process development and improvement, nutrition and health; detoxification and deallergination; extrusion and texturization; industrial ultra filtration and reverse-osmosis membrane technology; and waste management.

The purpose of the **Surfactants & Detergents Division** is to promote professional interest, communication, and competence of individuals interested in all aspects of surfactants and detergents. This objective is attained by discussion of the sciences and technologies associated with the development and production of surfactants and detergents. Topics include soaps, oleochemicals, formulation, manufacturing, marketing, detergency performance-test methods, processing, analysis, packaging, fragrances, and ancillary additives.

In September 2007, Division leadership came together to discuss current Division activities, particularly as they relate to the original precepts. In addition, the Division leadership discussed potential changes in current operating procedures that may better reflect AOCS Divisions in the 21st century.

Guidelines for AOCS Divisions

Taking into consideration the discussions from the September 2007 Division Leadership meeting, as well as the feedback from Division leadership regarding the outcome of the meeting, AOCS offers the following, revised guidelines for AOCS Division administration and operating procedures. Recognizing that each Division is unique, the recommended guidelines that follow are provided as “intent.” The specific duties and responsibilities of a Division’s Executive Steering Committee should be amended to better reflect Division programming and activities.

The Role of an AOCS Division

By definition, AOCS Divisions are membership groups, representing specific technical interest areas within the Society. As such, Divisions

- a) Provide a networking channel within the Society, and globally through the Society, for professionals with common technical interests.
- b) Identify a core of professionals with common technical interests to develop the AOCS Annual Meeting technical program, thereby setting the discussion agenda worldwide for the disciplines they serve.
- c) Create an expert panel within their discipline, enabling AOCS to approve proposed projects and programs.
- d) Increase involvement of groups with common professional interests in AOCS programs and governance.
- e) Supply a means to identify manpower and talent pools within AOCS.

Generally speaking, Divisions are expected:

- a) To operate within the bylaws of the Society as a working committee of the Society.
- b) To maintain a “statement of purpose” that defines the interests and activities of the Division’s membership. The “statement of purpose” should be amended as necessary to continually be indicative of the changing nature of the Division.

- c) To nominate, through a majority vote of Division members, a three-person Executive Steering Committee. The Executive Steering Committee will be comprised of a Chairperson, a Vice Chairperson, and a Secretary-Treasurer. The appointments will be confirmed by the current AOCS President. Executive Committee members must be AOCS members and may serve for three consecutive one-year terms.
- d) To develop a technical program for the next AOCS Annual Meeting that meets or exceeds the needs, expectations and interests of their respective membership base.
- e) To offer networking opportunities for Division members at the AOCS Annual Meeting. The types of opportunities will vary, but may include luncheons, dinners, receptions, and other special events.
- f) To submit a written report to the Membership Steering Committee (MSC) chairperson by July 15th of each program year summarizing activities of the previous year. At the same time, a plan of action for the coming year, including income and expense projections, must be communicated. AOCS staff liaison to the MSC will be responsible for communicating the financial plans to the AOCS Budget Committee.
- g) To send a representative (preferably the Division Chairperson) to Division Council meetings.
- h) To develop content suitable for a Division-specific electronic newsletter and to work with AOCS professional staff for production and distribution. Length and frequency may vary based on the needs and interests of the Division membership.
- i) To advise AOCS professional staff of any major occurrence in the marketplace (industry, government or academia) that, in the estimation of the Division Executive Committee, will have a major or long-term effect on professionals with interest in the science and technology of fats, oils, surfactants, and related materials.

The Structure of an AOCS Division

AOCS Divisions will be governed by an elected, three-person Executive Steering Committee:

Chairperson:

- a) Appoints a Division member to oversee existing Division awards program.

NOTE: by action of the AOCS Governing Board in 2005, the establishment of new awards programs, sponsored by an individual Division, is in moratorium. This action was necessitated by the increasing costs and time demands associated with awards administration.

- b) Appoints a Division member to serve as Newsletter editor.
- c) Appoints Division members as needed to oversee other Division activities.

- d) Reports to the Executive Steering Committee and the chair of the MSC on the status of awards and newsletter activities.
- e) Represents the Division and its interests at Division Council meetings.

Vice Chairperson:

- a) Chairs the Division's technical programming committee, whose task will be to develop appropriate symposia for offering at the next regularly scheduled AOCS Annual Meeting. The Vice Chairperson is expected to appoint members to assist in program development. These committee members may likely serve as session chairpersons.
- b) In the capacity of chair of the Division's technical programming committee, the Vice Chairperson will serve on the AOCS Program Committee.
- c) Reports to the Executive Steering Committee pertinent details pertaining to the upcoming AOCS Annual Meeting technical program.
- d) Assumes the duties and functions of the Chairperson when the Chairperson is not available or cannot carry out the functions due to time constraints, or at the request of the Chairperson.

Secretary-Treasurer:

- a) Appoints a Division member to oversee AOCS Annual Meeting networking events. It is anticipated and encouraged that this Division member will enlist additional members, as well as AOCS professional staff, to assist with the event administration.
- b) Takes minutes of all Executive Steering Committee meetings. Minutes must be sent to AOCS headquarters within 14 days of the meeting.
- c) Reviews Division financial activities with AOCS professional staff and reports activities to the Executive Steering Committee and the Chair of the MSC.
- d) In consultation with the Chairperson and Vice Chairperson, the Secretary-Treasurer will submit a written report to the Membership Steering Committee chairperson by July 15th of each program year summarizing activities of the previous year. At the same time, a plan of action for the coming year should be communicated with projected income and expense projections. AOCS staff liaison to the MSC will be responsible for communicating the financial plans to the AOCS Budget Committee.

This report also will be featured in the next edition of the Division newsletters, following the July 15th due date.

The Financial Considerations of an AOCS Division

As a working committee of the AOCS, Division funding for general administrative services (i.e. general postage, telephone, fax, and administrative staffing allocations) is covered by the AOCS through its operating budget. Likewise, as a committee of AOCS, funds are available for all approved committee activities. Activities or services that pertain to a specific Division must be funded through the Division's own financial resources. These resources generally are derived from 1) dues; 2) sponsorship; and 3) event participation fees (ticket sales).

Since the formation of Divisions in 1993, account balances have increased significantly. These funds also are available to support Division activities and events. However, budget planning is imperative to keep AOCS financially sound. AOCS financial activity is reported on a calendar year. No later than July 15th of the current program year, each Division must submit a budget that details the anticipated income and expenses for the next program year. These budgets will be reviewed by the AOCS Budget Committee and incorporated into the Society's overall budget. The budget for the next program year (beginning on January 1st) is reviewed and approved (with modifications, as necessary) by the Governing Board at the autumn meeting. As with any committee activity, major expenditures that are not detailed and accounted for during the routine budget process will require special review by the AOCS Budget Committee with a recommendation to the Governing Board prior to the AOCS professional staff being allowed to release funds.

Each Division may decide if it wishes to charge dues to support Division activities. In turn, each Division can decide the amount it wishes to charge. AOCS will include the option of Division membership on the Society's dues invoices which are normally mailed in August for the following program year. AOCS will track dues collected for each Division and allocate the funds accordingly. Financial reports will be sent to the Divisions' Secretary-Treasurers on a quarterly

basis. These reports will show both dues collected for the period, as well as any other income (i.e. ticket sales or sponsorship) and expenditures for the quarter.

AOCS Division fund balances, as of December 31, 2008, will remain available for the exclusive use by the respective Division. Release of these funds will be at the sole discretion of the Division's Executive Steering Committee. Any unused balances will continue to carry forward for future use by the Division.

Beginning with the 2009 Program Year, all monies collected in a given program year will be expended in the same program year. This new philosophy of how and when AOCS Divisions should use their respective fund balances will be reflected in the budget process for the 2009 Program Year. As with all other AOCS committees, excess income over expenses from 2009 activities will revert back to the AOCS for general overhead and staffing costs that support Division activities.

Scope

[Name of Division] Division Executive Steering Committee

Revised March 10, 2008

I. Mission and Purpose

To focus on the mission of the AOCS by developing programs and activities of interest to professionals involved in the area of [name of division].

[insert Division mission]

II. Responsibilities and Characteristic Activities

- 1) Provide a networking channel within the Society, and globally through the Society, for professionals with common technical interest.
- 2) Identify a core of professionals with common technical interests to develop the AOCS Annual Meeting technical program, thereby setting the discussion agenda worldwide for the disciplines they serve.
- 3) Create an expert panel within their discipline, enabling AOCS to qualify proposed projects and programs.
- 4) Increase involvement of groups with common professional interests in AOCS programs and governance.
- 5) Supply a means to identify manpower and talent pools within AOCS.
- 6) Produce regularly scheduled newsletter to highlight areas of interest for professionals involved in [division's interest area].
- 7) Work with AOCS staff to monitor financial activities of the Division.

III. Executive Steering Committee Organization

Activities of the Division will be coordinated by three professionals who have indicated such interest and are Division members. Each member of the Executive Steering Committee will be nominated annually through a majority vote of Division members. The appointments will be confirmed by the current AOCS President.

- A. Chairperson
- B. Vice Chairperson
- C. Secretary-Treasurer

A. Chairperson

1. Appoints a Division member to oversee existing Division awards program.
2. Appoints a Division member to serve as Newsletter editor.
3. Appoints Division members as needed to oversee other Division activities.
4. Reports to the Executive Steering Committee and the chair of the MSC status of awards and newsletter activities.
5. Represents the Division and its interests at Division Council meetings.
6. Term of office: one year; may serve three consecutive terms.

B. Vice Chairperson

1. Chairs the Division's technical programming committee, whose task will be to develop appropriate symposia for offering at the next regularly scheduled AOCS Annual Meeting. The Vice Chairperson is expected to appoint members to assist in program development. These committee members may likely serve as session chairpersons.
2. In the capacity of chair of the Division's technical programming committee, the Vice Chairperson will serve on the AOCS Program Committee.
3. Reports to the Executive Steering Committee pertinent details pertaining to the upcoming AOCS Annual Meeting technical program.
4. Assumes the duties and functions of the chairperson when the chairperson is not available or cannot carry out the functions due to time constraints, or at the request of the Chairperson.

5. Term of office: one year; may serve three consecutive terms.

C. Secretary-Treasurer

1. Appoints a Division member to oversee AOCS Annual Meeting networking events. It is anticipated and encouraged that this Division member will enlist additional members, as well as AOCS professional staff, to assist with the event administration.
2. Takes minutes of all Executive Steering Committee meetings. Minutes must be sent to AOCS headquarters within 14 days of the meeting.
3. Reviews Division financial activities with AOCS professional staff and reports activities to the Executive Steering Committee and the Chair of the MSC.
4. In consultation with the Chairperson and Vice Chairperson, the Secretary-Treasurer will submit a written report to the Membership Steering Committee chairperson by July 15th of each program year summarizing activities of the previous year. At the same time, a plan of action for the coming year should be communicated, which should include the Division's projected income and expense projections. AOCS staff liaison to the MSC will be responsible for communicating the financial plans to the AOCS Budget Committee.
5. Term of office: one year; may serve three consecutive terms.

IV. Meeting Frequency

1. Minimum of one time per year, preferably at the AOCS Annual Meeting.
2. Other meetings as needed, either in person or via conference call.
3. Any member of the Executive Steering Committee or AOCS staff liaison may call a meeting.

V. Reporting Responsibility

1. Secretary-Treasurer will record any action item resulting from a meeting of the [Name of Division] Executive Steering Committee. S/He will forward the report to other members of the Executive Steering Committee, Chairperson of the AOCS Membership Steering Committee, and to the AOCS staff liaison assigned to the Division.

Appendix

HISTORY OF THE AOCS DIVISIONS

During the 81st AOCS Annual Meeting & Expo in Baltimore, Maryland, April 1990, an impromptu meeting of concerned members was called to discuss the concept of forming special interest divisions within the AOCS. Leadership within the Society had encountered difficulty in developing relevant programming for short courses, annual meetings, world conferences and publications. They described the difficulties as being rooted in:

- 1) lack of a contact person when developing programs; and
- 2) inability to identify the needs of the members in each interest area.

The outcome created by these difficulties resulted in programs which were too narrow in scope or too complex for the members; poor timing of programs; lack of material for publication in certain areas; and lack of sessions for the annual meeting program. The leadership determined that by asking members to identify their particular interest area(s) and, in turn, asking each group to provide representatives to the National Program Planning Committee, the Technical Interest Committee, the Monograph Committee, the Education Program Planning Committee, the World Conference Planning Committee, and the Membership Development Committee, the difficulties could be dramatically reduced. The primary goal, of course, was to provide programs and support to each group as defined by that group and to allow for greater communication with each group to inform them of programs and activities of interest.

Recognizing the wishes of the membership, the AOCS Governing Board appointed an ad hoc committee in July 1990 and asked the committee to develop guidelines for the establishment of special interest Divisions within the AOCS. Led by the AOCS Secretary, Pamela J. White, the sixteen member *ad hoc* committee developed the following basic assumptions about Divisions:

- 1) Divisions are bound by a common professional interest and are not restricted to geographic areas.
- 2) Divisions function like AOCS working committees under the managing committee structure.
- 3) Divisions exist to address scientific and technical issues.
- 4) The AOCS has an interest in promoting the welfare of Divisions because they provide potential growth of the Society in membership, leadership, programs, and finances.
- 5) The potential impact of a group is directly proportional to its size, but it is to AOCS's advantage to encourage the organization of even small groups to achieve the full impact of a division program.

Following lengthy discussions at the September 1990 and Winter 1991 Governing Board Meetings, the Governing Board took the following action at the May 1991 meeting:

“Divisions. White noted that eight divisions have been tentatively organized as a result of the Chicago meetings and request that staff develop procedures for getting the division process underway as soon as possible. The Governing Board acted to accept the petitions for division status pending necessary changes in the Articles of Incorporation and By-laws and to allow the divisions to begin now to make appointments to specific AOCS managing committees as designated in the materials developed to promote the division concept.”

Action: To accept existing petitions for “Division” status pending necessary changes in The Articles of Incorporation and By-Laws.”

At the AOCS Annual Meeting & Expo in May 1992, the AOCS Articles of Incorporation and Bylaws were officially amended and approved by the membership to enable Divisions to officially form. Through the natural progression of standard operating procedures for Division activities, it became clear that the newly-formed Divisions needed a committee structure to allow for easier communication between Divisions. At the October 1992 Governing Board Meeting, the Board approved the formation of a “Divisions” Committee to operate under the auspices of the Membership Activities Coordinating Committee. Chaired by James Daun, AOCS Governing Board Member-At Large, the first meeting of the newly formed Divisions Committee in April 1993 “unearthed some basic concerns.” Minutes of this meeting reflect

“Divisions are wondering how the Society will financially support their activities, and they wonder if they can share in the income Division activities generate. There is also some concern about the overlap of interests between and among Divisions. [Arno] Cahn cautioned that the Board should be very careful not to make decisions which reflect a from-the-top-down management style. [Michael] Boyer commented he believes the Society will have to provide some means of funding Division activity beyond the basic services now provided.”

At the following meeting of the Committee (August 26, 1993), Michael Boyer, AOCS Treasurer, addressed the concerns raised in April by explaining the sources of Society income, the type of expenses incurred by AOCS and the general support policy for all Divisions. In his remarks, Boyer informed members of the committee:

“With the recommendation of the ad hoc committee on Divisions, the AOCS Governing Board agreed to “fund” all approved Division expenses for three years beginning in 1993.

Each year, funds are allocated from the AOCS operating budget to cover the direct cost of Division expenses including:

*Printing
Postage/phone/fax
Conference call charges
Other direct expenses*

The direct expenses are estimated at \$700-\$1500 per Division, depending on the size of the Division and amount of activity in the Division.”

Each Division has an income account for funds which the Divisions generate for its own uses. Quarterly financial statements are mailed to all Division Treasurers.

Example of fund source: Division dues, income generated from Division social events at the annual meeting, donations or corporate support, t-shirt sales and special project grants from the AOCS. (Please note the funds for project grants are not generally available unless detailed request is submitted and the item is specifically approved by the Governing Board).

Example of uses of funds: award programs, Annual Meeting technical program development, expense for Division board meetings.

Boyer's report continued by advising the committee:

“During the audit of AOCS's 1993 financial records, the auditing firm recommended that Division revenues and Division expenses be reflected on AOCS's financial statements. The Divisions are part of AOCS and are not separate legal entities. Therefore, the financial activity should be reported and maintained as part of the Society's activity. The funds remain with AOCS but are earmarked for Division use.

What Divisions do not receive:

Positive net (profit) from conferences, meetings, books and other projects developed for AOCS.

Why Divisions do not receive positive net from projects/programs:

When a Division sponsors or assists in the development of a program they contribute expertise but assume none of the financial risk involved with the project.

Profits from Division sponsored projects help fund future programs and make opportunities available for other projects.

Net profits from programs do not reflect overhead costs incurred by AOCS.

Why Divisions do not ordinarily need significant additional funds or to be financially independent of AOCS?

Divisions “are” AOCS. They are entities within AOCS which help the Society to better serve the membership. In this manner, they are similar to the AOCS Committees which are not/do not need to be financially independent.

The Society provides the resources for all Divisions to provide quality programs.”

At the time of Mike Boyer’s presentation to the Divisions Committee about the financial and legal implications of Divisions within the Society’s framework, as well as the Governing Board’s assessment that “Divisions do not ordinarily need significant additional funds,” AOCS had formally recognized eight Divisions. These Divisions had a collective “fund” balance of \$22,649.20. It should be noted that one Division (S&D) accounted for \$16,604.15 of the total fund balance.

During the ensuing years, Divisions’ membership rolls grew steadily. As originally conceived, the Divisions became the definitive source of information on a wide variety of subjects pertaining to fats and oils. Through the committee structure, the Division membership eagerly lent their skills and expertise to virtually all AOCS projects and programming. As Mike Boyer stated at the first Division Committee meeting, “Divisions ‘are’ AOCS.”

The number of Divisions increased from eight to the current twelve. By the end of 2006, the collective “fund” balance for the Divisions exceeded \$208,000 – nearly 10-fold the initial “earmarked” financial obligation of the Society to the Divisions.

During the 2006 Budget Committee meeting, members and staff, along with representatives from the Society’s professional accounting firm, looked at the increasing fund balance, as related to AOCS financial stability. It was noted that the current accounting for Division collected funds had a couple of potential downsides for the overall AOCS budget. Money collected for Divisions drops to the bottom line in any given year, appearing to offset overhead and administrative costs (including Division support as well as other AOCS programs). However, those balances have been "earmarked" on the balance sheet for Division use in future years. If and when Divisions decide to use those funds, an expense will be incurred by the Society without offsetting income. If these plans are not put into place during the budget process, the Society could suffer an unplanned and potentially significant loss in that year, as well as negatively impact cash flow.

As a result of the committee’s report, the AOCS Governing Board, at its September 2006 meeting, established an ad hoc to review AOCS divisions. The ad hoc was charged:

- 1) To review current activities of Divisions within AOCS, including
 - Board structures;
 - Dues levels and usage;
 - AOCS accounting relative to Divisions;
 - Cost to support Divisions (including staffing); and
 - Awards policies and practices.
- 2) To set forth a future vision for the function and administration of Divisions within the AOCS organization.

Following several teleconference meetings during the autumn 2006 and winter 2007, the ad hoc committee presented a formal report to the AOCS Governing Board in May 2007. *Ad hoc*

committee chairperson, Steve Hill (AOCS Treasurer) explained the intent of the final revised guidelines would be to simplify leadership and accounting of the Divisions, while at the same time offering a “Best Practices” format for Division leaders. In addition, new guidelines would aid in clarifying the charge of Divisions by AOCS. The ad hoc suggested a “face to face” meeting with Division leadership to further the development of the new guidelines. Hill met with the Division Council during the 2007 Annual Meeting to explain the process to date and to confirm a one day meeting in autumn to discuss the possible changes to the AOCS Division structure and clarification of function.

Division leadership was invited to meet on Monday, September 10, 2007 in the Chicago O’Hare area to begin discussions of the future of Divisions within AOCS. Nine of the twelve Divisions sent representatives to the meeting. The following “Executive Summary,” circulated to all Division leaders shortly after the September 10th meeting for comment, encapsulates the group’s insightful discussions:

“Divisions are the backbone of the Society and have been under-utilized in regards to their importance. Divisions make certain appropriate technical programming is offered at the AOCS Annual Meeting and should provide networking opportunities, be the source to communicate research findings/results, disbursement of information, etc.

There is a perceived lack of benefits associated with being a Division member (why join a Division). Most of the group believes that individuals join a Division for a sense of community. And that our Annual Meeting Division events (programming, networking and social events) showcase these communities. But in between the meetings, there is a dirth of programs/services for the membership. Division activities should be year-round. Relevant and timely information in newsletters, webpages should be the place to find information or people within your technical field, and Divisions need a way to communicate with their membership (list-serve, list of members on the website)

All Divisions are struggling with the lack of volunteers. Volunteers to serve on the Board, as session chairs, speakers, committees, etc. It is especially difficult to communicate and recruit within the membership base. There is no mechanism in place to communicate with the membership base (again noted that the newsletters and website are underutilized) or if someone does volunteer, no ready way to accept his/her help. So, it has become customary to ask the same people for help or service on a board.

All agreed that the current Board members are operating under the condition of “that is the way we have always done it”. Not whether it fulfilled the Division’s purpose or the

needs of the membership. But overall, the Divisions are producing strong programs and services for their membership.

In regards to the Division structure, all strongly believed that there should be a set of “operating” guidelines for the Divisions. And that Divisions should have a formal structure with official elections. Most members felt that 3 to 4 people actively participate on the Division board. And that the larger boards, members-at-large positions are on as an advisory role, honorary role, or just waiting to serve as a board officer.

A major concern with the current board structure is the time commitment to serve on the board. Currently if a member comes onto the board as a Member-at-large and serves through Chairperson, it requires a time commitment of at least 6 years. Six years may be unreasonable in today’s environment.

Divisions are a part of AOCS and are reported on the Society’s financial balance sheets. How and when a Division raises and spends funds affects the Society financial health. Therefore, having the Divisions create and submit a budget allows AOCS to anticipate cash flow and identify innovative Division activities that might need AOCS staff support. Budgeting also allows the Divisions to objectively review the year and plan future activities. The group thought the longest time frame for budgeting would be 12-15 months.

In the future, what should Divisions do or be? The group developed this list:

- 1) Be structured (with guidelines).*
- 2) Be resource base.*
- 3) Be a forum for idea exchange.*
- 4) Offer training and leadership opportunities.*
- 5) Encourage membership involvement.*
- 6) Be involved with strong technical program planning.*
- 7) Be involved with growth within Divisions.*
- 8) Promote collaborative partnerships.*
- 9) Be a place to bring industry, academia, government together (Nine Sigma, Open Innovation).*
- 10) Support students.*