

FINAL REPORT

HOUSE OF DELEGATES EVOLUTION DESIGNER TEAM

EXECUTIVE SUMMARY

The Evolution Designer Team recommends the following key changes to the House of Delegates (HOD) business processes:

- Identification of both *Strategic* and *Professional Issue* recommendations for action.
- Increased decision-making by delegates throughout HOD process.
- Structured processes to capture Academy member input on issues impacting food and nutrition practice.
- Establishment of task forces within the HOD to manage Professional Issues.
- Meeting time focused on discussion, deliberation and motions.
- Addition of At-large Delegates to increase HOD diversity and inclusion.
- Changes to delegate term limits.
- Formal collaboration with Academy Committees.
- Enhanced leadership opportunities within the HOD for delegates.
- Continuous communication loop among members, delegates, and the House Leadership Team (HLT).

BACKGROUND

At the fall 2018 HOD meeting, delegates engaged in dialogue to address the mega issue question: *Going into the Second Century, how do we design an engaged HOD to best support and advance the Academy's Strategic Plan?* The dialogue presented delegates with the exciting opportunity to be architects of our future and challenged them with designing a governance approach that is fast, fluid and flexible, produces visionary and meaningful outcomes and utilizes new ways to engage members and other key stakeholders.

Why Assess the HOD?

- The environment in which our profession and organization operates is quickly changing.
- The Academy has recognized that solving today's unique problems will require a new way of working – including engaging new stakeholders, working globally and collaborating with different partners.
- A new Strategic Plan presents a perfect opportunity to assess how the HOD can support the work called for in this new Plan.

By the end of the meeting, delegates:

1. Identified the overall future purpose of the Academy's HOD.
2. Confirmed how our desired culture affects our ultimate decisions regarding the mega issue.
3. Came to consensus on the features of a model for further exploration that position the HOD to best execute its desired role.

To move the dialogue forward, the House Leadership Team solicited applications from the delegates to form a small task force to take the output from the fall HOD meeting and use it to develop options for further dialogue, deliberation, and action. The Evolution Designer Team was formed with a goal of developing proposed new business models for the HOD.

CHARGE

Reporting to the House Leadership Team, the Evolution Designer Team was commissioned to:

1. Review workbooks from the fall HOD meeting and Community of Interest (COI) pre-meeting discussions.
2. Review the HOD Culture Survey results and work of the Culture Team.
3. Develop potential option(s) for an engaged HOD that is best positioned to execute its stated role to govern the profession and support the Academy's Strategic Plan.
4. Submit a written report with initial proposed option(s) to the House Leadership Team by January 2, 2019.

COMPOSITION

The Evolution Designer Team is comprised of 14 members; including five members from the Board of Directors (three of which are members of the HLT) and nine delegates (including the Co-Chairs). This report is submitted on behalf of this team.

HOD Evolution Designers

Annette Maggi, MS, RD, LD, FAND, Co-Chair

Meg Rowe, MS, RD, LDN, FAND, Co-Chair

Karen Beathard, MS, RD, LD, FAND

Susan Brantley, MS, RDN, LDN, FAND

Catherine Christie, PhD, RDN, LDN, FAND

Ann Ditzler, MBA, MS, RD, LD

Diane Heller, MMSc, RDN, LD, FAND

Carla Honselman, PhD, RDN, LDN

Marcy Kyle, RDN, LDN, CDE, FAND

Sachiko St. Jeor, PhD, MS, RDN, FAND

Joan Salge-Blake, EdD, MS, RD, LDN, FAND

Kevin Sauer, PhD, RDN, LD, FAND

Valerie Shurley, MBA, MS, RD, LN

Lauri Wright, PhD, RDN

Academy Staff Support

Marsha Schofield, MS, RD, LD, FAND

Anna Murphy, MPH, RDN, LDN

The HOD Evolution Designers propose the following recommendations for an engaged HOD that is best positioned to execute its stated role to govern the profession and support the Academy's Strategic Plan. The three prongs that drive the work of the HOD are *Culture*, *Structure* and *Process*. While the HOD Culture Team is addressing changes within the current HOD to help move towards the desired culture identified at the spring HOD meeting, the Evolution Designer Team integrated features of this desired culture into its proposal. Recommendations on the Process and Structure of the HOD are detailed here.

RECOMMENDED NEW HOUSE OF DELEGATES MODEL

The Evolution Designer Team proposes a new process for conducting the business of the HOD. This business process aligns with four success criteria defined by the House Leadership Team: *Members and Relationships*, *Communication*, *Agility*, and *Visionary and Strategic Thinking*. Based on feedback from Delegates at the Fall 2018 meeting, the designers identified the following key features which must be met in a new model for conducting business:

- Short- and long-term issues facing the profession and practice are addressed
- Grassroots member involvement
- Delegate decision-making at all steps of process
- Open and transparent process and communications
- Structure of Delegate task forces, committees, or councils to address issues
- Stakeholder/Subject Matter Expert (SME) Input
- Open, timely and fluid communications that maximize use of technology
- Elected membership representative of food and nutrition practitioners
- Diverse membership
- Defined relationship between HOD & Board of Directors (BOD) and HOD & Committees

The new business process is described below in detail. The main constructs of the process include: 1) a designation of strategic issues as separate from professional ones; 2) significantly increased input from delegates on the issues discussed within the HOD; 3) a more continuous communication process; and 4) a higher level of delegate work and engagement throughout the year.

STRATEGIC AND PROFESSIONAL ISSUES

To ensure agility in addressing issues that have short- and long-term impact on food and nutrition practice, this new process includes a designation of strategic and professional issues.

Strategic Issues are emerging issues with potential impact on the dietetics profession in three or more years, overriding issues of strategic importance that cut across multiple discipline areas, and address key strategic questions the organization must answer to illuminate choices and challenges that will need to be overcome moving forward for the envisioned future and which align with and support the strategic mission, vision, and focus set forth by the Academy. Strategic Issues replace Mega Issues and are named to reflect the futuristic nature of their impact on the profession. Examples of Strategic Issues include Diversity, Technology Obsolescence, Leadership Development, and Tailored Health Care to Fit Individual Genes.

Professional Issues are specialized or practice-based topics needing immediate attention by the HOD. These issues may impact a subset of practice areas within the profession. Examples of Professional Issues include MS requirement implementation, dietetic professional salaries, licensure, reimbursement and payment, and preceptor and internship shortages.

HOD actions for Strategic and Professional Issues are clearly delineated in the proposed business process.

PRE-MEETING, MEETING & POST-MEETING PROCESS

The recommended HOD business process has three key time frames, with specific activities in each time period. Delegates are expected to fully engage in information gathering and dissemination throughout the process for **all** Strategic and Professional Issues.

PRE-MEETING

Professional Issue Identification

- *Step 1a* (early MAY): Call for Professional Issues from all Academy members. May timing leverages the insights and experience of delegates in their final year. There are two potential methods for this information capture:
 - Academy sends out survey to Academy members, with features built in to allow sorting by each Delegate's representative body (state, DPG, etc.).
 - Academy creates standardized survey that Delegates send to their constituencies.
- *Step 1b* (late MAY): Delegates assess data from their constituents and submit top Professional Issues to HLT based on constituency responses. All Delegate submissions are categorized and those under jurisdiction of Board of Directors or Academy committee eliminated, with explanation provided to all Delegates.

Strategic Issue Identification

- *Step 1* (May): The Council on Future Practice (within which NDEP, ACEND, and CDR are represented) identifies Strategic Issues for consideration by the HOD. Identification of strategic issues may also be informed by the Academy Strategic Plan and Impact Goals and the Board of Directors.

This new pre-meeting process increases delegate decision-making, transparency and grass roots member involvement.

Strategic and Professional Issue Selection

- *Step 2* (JULY): All Delegates are surveyed, voting on both the top Professional and Strategic Issues.
- *Step 3* (JULY): Professional and Strategic Issues (e. g. three professional and one strategic) for the Fall HOD meeting are determined by the HLT based on the results of the survey taken by all delegates. A minimum response rate by Delegates is required for topic to move forward into HOD deliberation. One-page summary of each issue is developed.

- *Step 4* (AUGUST): Delegates self-select a Professional Issue to work on, based on importance to constituency and creating task forces within the HOD. Delegates can suggest SMEs for each issue. Given the broader implications of Strategic Issue, all Delegates will work on this issue.
- *Step 5* (AUGUST): Full Backgrounder developed on each issue in collaboration with the HLT, with identification of key stakeholders (including Academy Committees) and input from SMEs. Delegates capture more in-depth input from constituents on Professional or Strategic Issues in preparation for Fall HOD meeting.

This process details a specific capture and selection of Strategic and Professional Issues at one time point in the calendar year. To capture ideas and suggestions from all Academy members on an ongoing basis and to leverage technology, the following strategies are recommended:

- Quarterly questions on the Academy Member Engagement Zone
- Town Hall Meetings (Delegate-led)
 - Live at FNCE®
 - Virtual in remaining three quarters of year (Facebook Live segments, conference calls, Twitter chats, etc.)
- Delegate-run discussions at regional meetings or DPG events/symposiums
- HOD Electronic Mailing List (EML)
 - A small team of delegates would manage EML, initiating discussions, posing questions to capture Academy member feedback, and providing updates to members. The team will forward potential Professional or Strategic Issues identified to the House Leadership Team.
- Creation of app or web portal through which Academy members can submit suggestions for Professional Issues.
 - The small team of delegates will assess data capture through this technology application and forward potential Professional or Strategic Issues identified to the House Leadership Team.

The Evolution Designer Team recommends multiple methods be used to ensure idea capture from all age demographics. Ideas and suggestions captured through this ongoing mechanism can then feed into the issue identification process.

FALL MEETING

The Fall HOD meeting would continue as a two-day, in-person meeting prior to FNCE®. Plans for each day are detailed here, with first day focus on the Strategic Issue and second day attention to Professional Issues. Meeting time will be focused on discussion, deliberation, and motions.

- Day 1
 - Strategic Issue discussed by full HOD.
 - SME presentations. Small group discussions will be designed to enhance deliberations.
 - Format of meeting enhanced to allow more leadership by delegates as well as increased discussion and deliberation within groups.

- Small groups report out, followed by additional session of open discussion and deliberation by the full HOD.
 - Determination of next steps and timeline for Strategic Issue resolution determined.
 - Where possible, motions developed, deliberated and approved at meetings.
- Day 2
 - Professional Issue Task Force discussions.
 - HLT members and Academy staff split to support each Professional Issue Task Force. A Delegate co-chair determined for each Task Force.
 - Task Force discussions followed by short report outs to full HOD.
 - Where possible, motions developed, deliberated and approved at meetings.

As it is a key shift in the role of Delegates as related to issue discussions, these recommendations stress that all Delegates will work on Strategic Issues, but Delegates self-select which Professional Issues they participate in based on importance to their constituents. This creates subgroups or task forces of delegates for Professional Issues. Discussions for Professional Issues will take place simultaneous to each other but not in conflict in HOD time allotted to Strategic Issues. All Delegates are expected to manage Professional Issue communication with their constituents.

In order to maximize time for discussion and deliberation among Delegates, only those presentations by committees, award presentations, and similar sessions pertinent to a current or former Strategic or Professional Issue will be allowed at HOD Meeting. While Academy President and Treasurer presentations are standard on the agenda, a maximum time limit for all presentations is suggested. Webinars prior to FNCE® can be used to update Delegates on committee reports and similar information.

To ensure their voices are heard as a part of Strategic and Professional Issue discussions, student scribes will be maintained; they will be encouraged to actively participate in discussions, but do not have voting rights.

To more fully engage Academy members in HOD work as well as to create leadership opportunities among Delegates, it's recommended that a Town Hall meeting be held at FNCE®. The purposes of this meeting include:

- Report to Academy members on Professional and Strategic Issues (description of issue, practice areas impacted, current status, next steps, timing, etc.) as well as other announcements from the HOD
- Capture of Academy member feedback on Professional and Strategic Issues
- Open forum for comments from Academy members

FNCE® Town Hall Meetings create a mechanism for two-way communication between the HOD and less engaged members and supports communication as a priority in the defined Success Criteria.

A recorded version of the Town Hall Meeting should be made available with other FNCE® presentations and the recommendation is that other technology be leveraged to provide live access to the meeting for Academy members not attending FNCE®.

POST-MEETING (FALL)

After the Fall HOD Meeting, work on Strategic and Professional Issues will continue.

The Professional Issue Task Forces will continue activities, as needed, such as:

- Seeking input from constituents, stakeholders/SMEs
- Research
- Best of/Best Practice identification
- Benchmarking with other professional organizations
- Conference calls of the group
- Development, discussion, deliberation and approval of motions, where appropriate.

For Strategic Issues, the HLT will provide continued activations including:

- Short summaries of Strategic and Professional Issues are developed for Delegate dissemination to members through websites, affiliate meetings, etc.
 - Video summaries of each issue developed for social and digital dissemination to Academy members
- Gather additional data similar to the information above through Town Hall meetings, regional professional meetings, surveys, etc.
- Discussion with Council on Future Practice
- Motions may be developed, discussed, debated, presented and approved.
 - Conference calls can be scheduled for open deliberation among Delegates before approval vote.

Designers and delegates alike believe that live discussion and deliberation on motions is more effective than online dialogue and electronic voting.

VIRTUAL MEETINGS

To create a more fluid, continuous work flow and to create an engaged HOD throughout the fiscal year, two one-day virtual meetings are recommended in addition to the Fall in-person meeting. These meetings will be scheduled in January or February and April or May; the meetings will address a continuation of fall Strategic and Professional Issues unless they have been completed. The format of the meetings will include Strategic Issue discussions by the full HOD and separate deliberations for the Professional Issue Task Forces. The meeting schedule will allow for motions, open dialogue and deliberation, and approval by the HOD. Given that Professional Issues require more immediate attention, the expectation is that motions will be brought forward within these meetings.

CONTINUOUS COMMUNICATION PROCESS

Communication has risen as a priority issue within the defined Success Criteria, in the HOD Culture Team work, and in discussion at the Fall 2018 HOD meeting. Given the ability of strong,

continuous communication to more effectively engage Delegates as well as Academy members, the Evolution Designer Team believes communications must be more fluid, more authentic and more timely; communications can be led by individual delegates and need not be formally scripted. Communication loops must be perfected from Academy members to Delegates to the HLT and Board of Directors (BOD) and as decisions are made, these loops accessed in reverse to provide transparent, timely feedback.

To fully engage members and delegates on Strategic and Professional issues impacting food and nutrition practice, the following tactics are suggested:

- Town Hall Meetings to provide statuses and capture input.
- Succinct, timely reports for Delegate use in updating constituents following each of three HOD meetings.
 - End of Fiscal Year Report will summarize action on Strategic and Professional Issues.
- HOD/HLT with assistance from Academy Strategic Communications Team provided updates in social spaces.
 - Facebook Live Segments, Twitter Chats, Videos on website
- Electronic mailing list managed by a small team of delegates and/or the HLT.

LEADERSHIP OPPORTUNITIES

Throughout this report, there are various recommendations intentionally made by the Evolution Designer Team to increase opportunities for delegates to enhance their leadership skills, positioning them for advancement within the volunteer structure of the Academy of Nutrition and Dietetics. Creation of a small team of delegates to manage issue capture processes positions these professionals to advance their understanding of various committees and positions within the Academy and enhance their critical evaluation and negotiations skills. Delegate communications experience and visibility is increased through town hall and regional meeting presentations. Co-leadership of Professional Issue task forces improves people and project management and change management capabilities.

HOD STRUCTURE

The third prong that impacts HOD functionality is its structure. Four issues related to structure of the HOD were evaluated by the Evolution Designer Team:

- Diversity of Membership
- Term Limits
- Stakeholders and Subject Matter Experts (SMEs)
- Relationships between the HOD, BOD and Academy Committees

DIVERSITY OF MEMBERSHIP

The diversity of the HOD membership was evaluated and potential changes suggested. Discussions regarding this important and complex issue revealed several shared beliefs:

- The HOD composition should be primarily based on a goal of qualified membership with the need skills to function effectively as a Delegate, with attention paid to inclusion of diverse perspectives to meet the needs of the Academy, its members and the persons served.
- Recommendations should support and align with the Academy's Diversity Strategic Plan and Communication Plan.

The current House of Delegates includes 105 members: 67 Affiliate delegates, 25 DPG delegates, 7 at-large delegates, and 6 HLT members. While Boomers, Gen Xers, and Caucasians are well represented in this group (43%, 39% and 95% respectively), other ethnicities and younger generations are underrepresented (3% Asian, 2% African American, 2% Hispanic/Latino, 15% millennials) as compared to total Academy membership. To increase diversity in the HOD, the suggestion was made for representation from Member Interest Groups (MIGs) and the addition of *emerging leader* delegates, which are members under the age of thirty. While not currently represented within the HOD, MIGs provide an opportunity to increase diversity of underrepresented groups. Concerns were raised that MIGs may not currently have the infrastructure to support and effectively utilize a delegate.

With consideration to these points, the following recommendations are made as a starting point to increase diversity and inclusion within the HOD and to bring a wider variety of perspectives to deliberations:

- Add three At-large Delegates to collectively represent the entire MIG membership. Academy staff from the Governance and Affiliate/DPG/MIG Relations Teams in consultation with the Nominating Committee staff would develop proposed criteria and method for nominations and elections of these delegates. The term of office would be three years, subject to the same term limits proposed later in this report. Financial support of these roles would align with the policy for other At-Large Delegates.
- Change the Delegate-at-Large: Under 30 Years of Age classification to "under 35 years of age" given the 2024 requirement for master's degrees for registered dietitian nutritionists.
 - Add two additional Delegates-at-Large: Under 35 Years of Age. Position criteria would require a minimum of three years' professional work experience.

- Work within the HOD to consciously consider diversity and inclusion when determining table assignments for meetings, mentor/mentee pairings and selection of subject matter experts.

With the addition of these Delegate roles, consideration was given to the overall size of the HOD. Currently, there are seven states that have more than one delegate, and discussion included the option of moving to a “senate” model of one delegate from each affiliate, regardless of size. This would allow space for adding diverse membership to the HOD without an increase in size. Given that all Academy members, including those who bring diversity and inclusion to the HOD, are represented by affiliate delegates, no changes to the current model of determining state representation in the House are recommended.

TERM LIMITS

At the Fall 2018 HOD meeting, the phrase *same ten people* (STP) was brought forward as a concern that a more frequent rotation of delegates is needed within the HOD to ensure diversity of thought. Based on feedback captured from delegates, affiliates, and DPGs, the Evolution Designer Team recommends a three-year delegate term, with a maximum of two consecutive terms. After a minimum one-year break, an individual could serve again for another term with the same two-term limit. This change brings broader perspective to the HOD while allowing affiliates and DPGs with small constituencies to have consistent representation.

STAKEHOLDERS & SUBJECT MATTER EXPERTS (SMEs)

Delegates and the Evolution Designer Team alike believe that external input and expertise is essential as a part of the HOD process. At the same time, differences in the definition and function of these two roles exist as detailed here.

As related to the work of the HOD, a stakeholder is an individual or organization which is involved in or affected by a course of action. Academy members and food and nutrition practitioners at large are the primary stakeholder for the HOD. Internal stakeholders include Academy staff, the Board of Directors, and students. External stakeholders include consumers, other health care professions, government agencies, university administration, and organizations along the food supply chain. Stakeholders’ role in the HOD is primarily related to communications. They are identified as part of Strategic or Professional Issue discussion and may be engaged on specific issues.

Within the HOD work streams, Subject Matter Experts are individuals or organizations with deep knowledge of a specific topic or a specialized skill. SMEs may include farmers, agriculture organizations, food industry experts, technology companies, and consumer insight experts. Their role in the HOD is related to the contribution of expertise as they are called upon to contribute expertise or skill as related to a specific Strategic or Professional Issue.

The Evolution Designer Team recognizes that delegates themselves have expertise in specific areas being addressed within the HOD; they may also be stakeholders given their professional roles. Given the Strategic and Professional Issues being discussed, the team recommends identification of individual delegates as Stakeholders and/or SMEs on issues moving through the HOD process.

RELATIONSHIPS BETWEEN THE HOD, BOD and ACADEMY COMMITTEES

The relationships between the HOD and BOD as well as the HOD and Academy Committees are poorly understood by delegates. While specific changes are not necessary in these collaborations, the Evolution Designer Team recommends providing input to the Culture Team (which has worked on improving delegate training) to enhance training as related to the BOD-HOD relationship, including roles and responsibilities, communication process, and decision-making.

Regarding Academy committees, there are situations where their work overlaps or intersects with Strategic and Professional Issues being considered by or in process in the HOD. The Evolution Designer Team suggests establishing delegate functionality where they act as *liaisons* to Academy Committees on an ad hoc basis and where appropriate to provide input on Committee's Program of Work. This delegate would also then communicate significant work of the committee to the HOD as related to current Strategic or Professional Issues. When Academy Committees require input from a broader group of delegates, this can be managed through conference calls, webinars or Twitter parties.

OUTCOMES

It has been nearly 20 years since the operational process by which the HOD conducts its business has been changed, and the Evolution Designer Team is recommending significant improvements to the structure and process of the HOD to ensure these changes increase member and delegate engagement, improve communications and enhance the value delegates place on their roles in the House. As final decisions are made on the future structure and process of the House, as next steps this team recommends development of specific intended outcomes and measurements to ensure goals are met.

SUMMARY

As technology, food and nutrition practice, and the consumer mindset change, the House of Delegates must keep pace as its function is vitally important to the future success of the profession, the Academy's Strategic Plan, and health and wellbeing of the consumer. The Evolution Designer Team strongly supports the changes recommended in this report to create an HOD that is valued by Academy members, produces meaningful outcomes, and leverages new methodologies, including technology advances, to engage members and stakeholders.

As a final recommendation, the Evolution Designer Team would be available for a specified time period (perhaps six months or a year) to serve in an advisory capacity to the HLT as the proposed model for conducting business unfolds. This recommendation is made as the Evolution Designer Team is representative of the profession in several ways, came together quickly, worked well together, stayed on task, and engaged via useful dialog and dissent when needed.