

## RAAA National Office

4201 N. Interstate 35 • Denton, TX 76207  
(940) 387-3502 • Fax (940) 383-4036  
Email: info@redangus.org  
RedAngus.org

## RAAA National Staff

### Executive Secretary

Greg Comstock  
greg@redangus.org

### Association Administrative Director

Betty Grimshaw  
betty@redangus.org

### Office Administrative Director

Judy Edwards  
judy@redangus.org

### Accounting Director

Jeanene McCuiston  
jeanene@redangus.org

### Director of Breed Improvement

Larry Keenan  
larry@redangus.org

### FCCP Quality Assurance Manager

Ann Holsinger  
ann@redangus.org

### Commercial Marketing Director

Clint Berry  
clint@redangus.org

### Commercial Marketing Specialist

Mikalena Randazzo  
mikalena@redangus.org

### Director Of Added Value Programs

Myron Edelman  
myron@redangus.org

### Advertising/Art Director

Kevin LeMaster  
(515) 225-0051  
kevin@redangus.org

### Information Technology Director

Kip Lewis  
kip@redangus.org

### Junior Red Angus Advisor

Dawn Bernhard  
(515) 679-4006  
brnhrd@ncn.net

### Programmer / Database Manager

Brad Dinwiddie

### Registration Department Manager

Kenda Ponder  
kenda@redangus.org

### Registration Department Staff

Lucila "Lucy" Meyer  
lucy@redangus.org

Kay Hurley  
kay@redangus.org

Angelia Brooks  
angelia@redangus.org



# Association Commentary

by Greg Comstock, RAAA Executive Secretary

## Moving Forward...

This is the last column I will write for fiscal year 2008-09. I think it is safe to say that amidst what has been one of our breed's most successful years, it is a year that will be characterized – at least its latter half – as being consumed with the development of policy and programming which allows Red Angus to cast a wide net over genetic defects. While the educational process related to genetic abnormalities is ongoing, the management of such issues has already begun to merge into breeders' mating plans and existing customer service strategies. That said - it is time to move on, and sharpen our focus on the continuing growth of Red Angus.

We read that the beef industry is in a period of contraction – shrinking cow herd, excess bunk space and slaughter capacity. Is Red Angus immune to the declining numbers we hear some breeds are negotiating? Of course not, but rather than recoil in anticipation of the sky falling, Red Angus has taken the opposite approach - embarking on a long range plan that is anything but defensive. This planning process which began in mid November was approved by the RAAA Board of Directors, upon recommendation by the Strategic Planning Committee on April 16, 2009.

Strategic Planning is a proven process for Red Angus; its value confirmed by cornerstones of our brand equity, such as THR, FCCP, ProCow and ERTs. The weight of these past successes, Red Angus' recent growth and the increasing rate of change our future will deliver in the form of technological advances and beef industry realignment make each successive plan more challenging.

The 15 member Strategic Planning Committee was a collection of Red Angus stakeholders: members with large herds, members with small herds, board members, staff members, bull customers, cattle feeders, Young Guns and past presidents. Melvin Leland chaired the committee as he has since 1993. Dr. Barry Dunn, Director of the King Ranch Institute for Ranch Management facilitated the strategic planning process along with graduate students, Steve Udy and Delane Atcitty.

The Red Angus Strategic Plan first

looked towards fiscal year 2014-15 and asked, "what reputation do we want to have earned", "how do we want to interact with the industry we serve", "what products will we provide", "what tools will we need", "how much can we grow" and "how great could we be"? Through answering such questions, the following Red Angus vision was molded, The Red Angus Association of America is a thriving organization that provides solutions to the beef industry through visionary leadership and innovation to enhance and promote the competitive advantages of Red Angus and Red Angus influenced cattle.

Knowing where they wanted to go, the committee simply looked in the mirror, and began a real and sometimes painfully honest appraisal of RAAA's present condition. With a "question everything" mentality the current state assessment began to evolve into a "Gap Analysis" – or the first identification of what was needed to move from where we are today towards achievement of the vision. Competing ideas were forged into broad strategies, which were layered in order of their relevance to one another. For example: member service strategies might require changes in internal process, which might require learning or staff development. Each of these broad strategies was divided into 3-5 goals. Each of these goals identified a series of tactics required for their achievement.

This plan is a living, breathing document. While the strategic planning committee was responsible for the plan's design and will continue to review it annually against changing industry needs, the achievement of its goals will ultimately fall upon the RAAA membership. Member committees will work at the tactical levels to design the programs and processes which achieve plan goals. Implementation will involve the RAAA board, staff and sometimes industry partners. The member elected board will provide oversight ensuring objectives are met and emerging opportunities are prioritized. Ultimately, the plan's premise is simple: through achievement of its vision, Red Angus is positioned for continued growth, gained relevance, and a brighter more secure future for the next generation of Red Angus stakeholders. ■