
Chief Executive Report to ICAR Board

June 8, 2015



ICAR Chief Executive Report for ICAR Board Meeting 08:00 – 12:00 CET, Monday 08th June 2015.

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Table of Contents

1 PRIORITIES	2
1.1 OUR PRIORITIES JAN TO JUN 2015:	2
1.2 OUR PRIORITIES JUL TO DEC 2015.....	2
1.3 PRIORITIES FROM NOVEMBER 2014 BOARD MEETING.....	2
2. FINANCIAL	3
2.1 YTD APR 30 TH 2015 INCOME & BALANCE STATEMENTS	3
3 LEGAL/BOARD MATTERS.....	3
3.1 REPORT FROM AGATHEMIS.....	3
3.2 STANDARD LABORATORY CONTRACTS	3
3.3 INVESTMENTS	4
3.4 BOARD MEMBERS ELECTION	4
4 MEMBERSHIP / MEMBERSHIP PROCESS OVERHAUL	4
4.1 New Members.....	4
4.2 SUB SAHARAN AFRICA	4
4.3 MEMBERSHIP PROCESS REVIEW.....	4
5 INTERNATIONAL STRATEGIC ALLIANCES.....	5
6 ICAR WEB UPGRADE	7
7 ICAR BRAND.....	9
8 GROUPS REPORT.....	10
8.1 ID DEVICES SC	10
8.2 MILK ANALYSIS SC	11
8.3 RECORDING DEVICES SC.....	11
8.4 INTERBULL.....	12
8.5 WG ROUND-UP / ANIMAL CARE/ GEN ANALYSIS/ FEED INTAKE	12
8.6 CHAIRS OF GROUPS WORKSHOP.....	12
9 INTERBULL.....	13
10 FUTURE ICAR BOARD MEETINGS	13

Chief Executive Report to ICAR Board

June 8, 2015

1 Priorities

1.1 CE and ICAR Team priorities Jan – Jun ‘15 were and continue to be:

- Key Business Processes – S-ICAR, Finances, Contracts labs, Legal, Insurance
- Key SCs Chairs Appt – MASC, RD, IC - a New S.I. “Global” Team in place
- Communications :
 - Internally (ICAR team, SCs/WGs, Board)
 - Externally (Members’ newsletters, Workshops, International Partners meetings)
- Supporting/Organising FAO/ICAR ID Symposium in RSA
- ICAR 2015 Krakow
- Building Bridges with Key Organisations – Foster strategic alliances /agreements; IDF; ISO; EFFAB, DG SANCO

1.2 CE and ICAR Team New priorities for Jun – Dec ‘15 are:

- Web/IT – upgrade
- Membership – Global reach/growth
- The ICAR “Brand”
- GenoEx – New Business Focussed Task Force
- Building ICAR’s QMS in line ISO 17065 – ICAR ISO accreditation for S-ICAR as a Certification Body (CB) review for 2016.

1.3 Priorities from November 2014 Board Meeting

The following table contains the identified priorities from the Nov. ’14 Board Meeting.

Table 1. Priorities as set by November 2014 ICAR Board

Group Name	Group Type	No.	Priority from November Meeting of ICAR Board
Board / Secretariat	CP	1	Extend scope of ICAR to better cover research developments for new recording devices, traits and systems.
Board / Secretariat	CP	2	Review groups - link to species, to product (milk, meat, fibre,), to traits, to farming system (intensive, low input, climate).
Board / Secretariat	CP	3	Review communication with members - visibility - more regular report of work going on, priorities, newsletter, and promotion of services.
Board / Secretariat	CP	4	Review internal communications and tools to aid communication between groups, board and secretariat.
Board / Secretariat	CP	5	Website revision - easier to find - better communication - wiki like - new guideline structure.
Board / Secretariat	CP	6	Establish WG on climate change (methane) and sustainability.

Chief Executive Report to ICAR Board

June 8, 2015

Board / Secretariat	CP	7	Structure of guidelines - link to species, to product (milk, meat, fibre, ...), to traits, to farming system (intensive, low input, climate).
Board / Secretariat	CP	8	Build confidence in "back-office" by becoming familiar with key service providers - identifying any vulnerabilities and taking corrective action.
Board / Secretariat	CP	9	Review and enhance links to international bodies - ISO/ISAG/IDF/OIE/SLU etc.
Board / Secretariat	CP	10	Build on South African workshop to grow reputation in Africa.
Board / Secretariat	CP	11	Move to next level of detail in business processes.
Service-ICAR	CP	1	Conduct full review of Certificate of Quality and report results in June 2015.
Service-ICAR	CP	2	Patent watch - develop relationship with EFFAB.
Service-ICAR	CP	3	Seek participation in relevant EU and other country public funded research projects.

These priorities have been used to help formulate the budgets and ICAR and Service-ICAR for 2015. These will be further reviewed and ranked in the "Chairs Workshop" in the afternoon of June 08th (see more on the Workshop under Groups Reports below)

2 Financial

2.1 Year to Date April 30th 2015 – Actual vs Budget - ICAR

The income statement and balance for the Year to Date (YTD) Apr 30th 2015 for **ICAR** are in the attached appendices as follows:

Appendix 1: ICAR Apr 30th 2015 YTD Income Statement

Appendix 2: ICAR Apr 30th 2015 YTD Interim Balance Sheet

Appendix 3: ICAR Apr 30th 2015 Explanatory Notes to Financial Statements.

3 Legal / Board Matters

3.1 Report from Agathemis

Proxy documents: President, CE, Lawyer and Notary signed on May 20th 2015 - authorise CE as an authorised proxy signee for up to limit of €25,000 for both ICAR and S-ICAR.

3.2 Standard Laboratory contracts

Martin worked with Jussi on the basic contract to be used with the different laboratories. The scope is to have a standard contract for the ID and RD Lab services – so it's the same contract for every lab. This will replace existing contracts with all SC laboratories. ICARs lawyer has reviewed the final version on 22nd May 2015. Plan is to send this out to all S-ICAR laboratories for signing in July 2015.

June 8, 2015

3.3 Investments

On the week of May 25th 2015, ICAR's lawyer has sent appropriate authorisation documents (including those from the Italian Notary) directly to the Deutch bank instructing them to deal directly with ICAR and removing any authority from the broker. Once this has been acknowledged we will review moving the funds.

3.4 Board Members Election

Please be advised that three (3) positions in the ICAR Board have to be renewed and their election will be held during the next ICAR General Assembly in Krakow, Poland (10th June, 2015). They are (1) Hans Wilmlink for re-election (2) Replace Clara Díaz and (3) Badi Besbes.

Closing date for candidates for positions to the Board was May 15th. To date Hans Wilmlink is nominated for re-election and only Jorge Lama of CooperInsem Chile has been nominated for the other Board positions. One more nomination required.

Candidate Review Committee: Jay Mattison, Kaivo Ilves, Bianca Lind and Nils Henning – Review and present list of candidates for vote in at GA in Krakow June 10th.

4 Membership / Membership Process Overhaul

4.1 New Member applications since last ICAR Board meeting Apr 28th 2015;

4.1.1 South Korea – Dairy Cattle Improvement Center in South Korea applied as **full** member in May 2015

4.1.2. Australia NHIA as an associate member (sister of ADHIS) in May 2015

4.1.3. ABRI/AGBU – Australia - through Andrew Cromie (Interbeef Chair) we have some very solid enquiries from Alex Mc Donald and Agricultural Business Research Institute (ABRI) – in process of working out full member fees. Will meet with them in Krakow.

4.2 Sub Saharan AFRICA

As a result of a very positive ID symposium in RSA last we should capitalise and look to recruit and encourage ICAR participation in 2015/16. CE and ICAR team to review possibility and feasibility of running some follow up ICAR Practical Implementation workshops – start in Eastern Africa. (see more in 4.3.4).

4.3 Membership Process Review – ICAR team, will in second half of year, review the whole Membership Process under the following headings;

4.3.1 **Categories** – currently have either “Full” or “Associate” membership. Needs to be widened scope and add other potential new category types, may include;

- Laboratory
- Research Institute
- International Partner
- Emerging/Developing Country
- ...others?

June 8, 2015

4.3.2. Fees Structure – for full members their amount of annual fee is depending on what type and scale of activities* they are involved in. With review and introduction of new member categories we will of course have to introduce new fees appropriate to that new category.

**Current Fees: Full – 2016 is currently modelled on €1,000 fee plus additional charges depending on number of animals in their services of Registration, Recording & Genetic Evaluation. (Average Full member Fee in 2015 was €3,250), Associate = flat fee of €1,000 in 2016)*

4.3.3 Fees Transparency - At the moment new members cannot work out how much it would cost them to join without sending in their numbers to the Secretariat who in turn enter details into spreadsheet and revert to member.

As part of our IT/Web upgrade we plan to develop screens with inputs/drop downs for member to enter data annually and make fees more transparent. (similar to Cow, Sheep Goat Survey screens).

4.3.4 Global Extension / Developing Countries – currently we have relatively poor member representation from Africa, South Asia and parts of South America. ICAR plans to appoint a new Chair to the Developing Countries WG. We see this as a great opportunity to revamp and re-energise our approach to making ICAR a truly global organisation.

4.3.5. Value/Benchmark – ICAR will expand the annual membership data fields so to provide basic benchmark data back to members annually.

5 International Strategic Alliances

ICAR has developed fruitful cooperation with a number of international organisations dealing with animal production or with fields relevant to the ICAR mandate. Programs and activities of a number of International Government Orgs (IGOs) and Non Governmental Orgs (NGOs) are complementary to the ICAR's mission. Milan, Martin and Brian have a working document called “ICAR International Cooperation” which outlines which organisations we should forge links with and the objectives and protocols for agreement if required. The current document provides detail about the international partners we are working with and their relevance to ICAR . An executive summary of these activities so far in 2015 is in Table 1 below;

Chief Executive Report to ICAR Board

June 8, 2015

Table 1. ICAR relations with International Organisations.

<u>International Organisation</u>	<u>ICAR Relevance</u>	<u>CE Update/comment</u>
ISO - International Standards Organisation	ICAR is ISO's Registration Authority (RA) for RFID devices & member of working group to develop ISO RFID Standards ISO TC23\SC19\WG3 ICAR refers to ISO standards in developing standards and guidelines for certification of ID and Recording devices ICAR requires ISO standards 17025 and 9001 for accreditation of laboratories for use of DNA (microsatellites and SNP) in parentage verification and recording ICAR as a Certification Body should work to ISO 17065 accreditation	Annual ICAR RA report sent to ISO March 2015 President and CE met with ISO WG3 Chair in May 2015 CE and Chair of ID SC will attend next meeting of ISO TC23\SC19\WG3 in Madrid in June 17th 2015
IDF – International Dairy Federation	Milk Analysis plus Functional Traits are main fields of cooperation between the two organizations. The Analytical Week 2014 has been jointly organized with IDF within the 39th ICAR Biennial Session with ICAR also attending Namur 2015 The IDF (International Dairy Federation) and ICAR set up an international reference system for somatic cell counting in raw milk. ICAR and IDF agreed to cooperate in the field of functional traits. The ICAR Functional Traits WG has been requested to carry out activities on the ICAR side.	In May 2015 CE had conf call with IDF, personnel on the call were; <u>Dr. Nico van Belzen</u> - Director General; <u>Aurelie Dubois</u> - Milk Analysis Reference SCC project with ICAR with ICARs Harrie Van Den Bijgaart (MASC); <u>Delanie Kellon</u> - Animal Welfare, ID Farm Management, ID (replacing Joerg Seifert). We will hook up with Delanie in Krakow to convene a further meeting to explore opportunities for further collaboration. CE invited to Lithuania IDF Conf Sept 2015.
FAO - Food and Agriculture Organisation (UN)	Technical and financial support of ICAR Working Group Developing Countries chaired by Badi Besbes, Senior Officer Joint organization of regional workshops – ID Workshop in Santiago de Chile 2011, ID Workshop in Moscow 2014 and the 2015 workshop in South Africa. FAO through its DAD-IS information system regularly transmits news and information from the ICAR web site.	ICAR Secretariat organised FAO/ICAR conference in RSA CE attended and signed up to Pretoria Declaration. CE will visit FAO HQ over summer 2015
DG SANTE	Regulation of the European Parliament and of the Council on the zootechnical and	CE called Dr Alf Fuessel May 2015 and reiterated our commitment to the

Chief Executive Report to ICAR Board

June 8, 2015

..... (EU Commission)	genealogical conditions for trade in and imports into the Union of breeding animals ICAR referenced regarding identification methods, performance monitoring rules and genetic assessment of livestock. ICAR clearly designated as the reference body in the development of zootechnical legislation in its areas of competence.	EC Commission's work and glad to continue to provide ICAR support and be their main reference. Opportunity for ICAR to provide extensification listing/service for EU Competent Authorities (National Ministries contacts etc).
EFFAB – European Forum for Farm Animal Breeders.	Potential outsource of Patent Search & Update service	Brian and Martin conf call with Jan Venneman April 2015. ICAR surveying its members re Patent search needs/demands – will review potential for service with EFFAB to avoid overlap.
ASAS – American Society of Animal Science ADSA - The American Dairy Science Association	Mutual participation at annual meetings and exchange of invited speakers. Use of ASAS meetings to promote ICAR Use of scientific results for improvement of ICAR programs. Engagement of individual scientists and the use of their expertise in expanding ICAR mandate and programs.	To be contacted
Others; ISAG, OIE, EAAP, NAAB..others??		To be reviewed and contacted if deemed a priority

6 Web / IT Upgrade

Background

ICAR's website www.icar.org design dates back to 1999. It requires a complete redesign for the following reasons;

1. It looks and feels out of date
2. It is no longer good enough to represent ICAR's brand as a modern relevant animal recording reference site.
3. The software tools we use to maintain the site (Adobe) are either no longer supported or inadequate for modern website content management
4. The website is ICAR's main face to the world and by upgrading we have an opportunity to enhance our brand and reputation to our members and international partners.
5. It is difficult to extract and manage hit counts, Search Engine Optimisation (SEO)

Chief Executive Report to ICAR Board

June 8, 2015

Facts about our current website (Size/Scale/Visits):

No. Pages:	1,000
No. Links per page:	6 per page
No. Pdfs:	1,800
Content Management Software (CMS):	Adobe (outdated)
2015 No. of Visitors to web:	15,000 – 20,000 per month
Mar – Apr 2015 Top Page(s) visited:	Guidelines update Page = 700 visits ICAR/FAO Symposium Page = 600 visits
Guidelines downloaded (average)	500 times/month
Newsletter (average)	1,250 hits/per issue

For more background see **Appendix 4** : ICAR Website Review Document (CM)

Web Upgrade Project Steps:

1. Generate Design Specification
 - Look & Feel/Functionality – aligned with ICAR Brand
 - Review and benchmark organisations we see as like/comparable reference eg ISO, ORACLE, ICBF, Others
 - Select template and decide what if any design customisation may be required
2. Technical Content Management System (CMS) Requirements;
 - Worldwide Platform use – so no special skills required to maintain
 - After initial installation is easily editable by ICAR staff
 - Member log in, data upload/download capability
 - Guaranteed Software support in future,
 - Mobile compatible, with Twitter, Facebook and RSS feeds
 - Facilitates good stats/ SEO measurement capability
 - Local vs Host Service + Tech support requirements/support if needed
 - Business Continuity Plan(BCP) – Back up private cloud.
 - Others
3. Tender & Select Build House
4. Web Build
5. Migration of existing content
6. Dual / Parallel Test
7. Release
8. Survey stats pre & post release

June 8, 2015

Target Delivery Web Upgrade: 4 months duration with July start and Oct 2015 finish

Target Cost Web Upgrade: €15k - €20k

7 ICAR Brand

What does ICAR mean to the people working within ICAR? What are our organisation values and culture? What does ICAR mean to those members who subscribe and use ICAR services? What does ICAR mean to our partners who interface with ICAR?

We like to think that ICAR has over the years developed a reputation for integrity, a bastion of science based independent professionals working to develop practical guidelines to provide a greater good for animal breeders. Well is that true???

We need to;

- a) Find out what ICAR's current Brand identity is?
- b) Agree what we would like ICAR's brand to be?
- c) Go about building that Brand identity.

Branding is not just control of the logo – it's much deeper than that. One research project on “**The role of Brand in the Non-Profit Sector**” was conducted over 18 months by combined researchers from Stanford & Harvard (2012) (See **Appendix 5** for summary). Here they interviewed 73 non-profit leaders in 41 leading non-profit companies and distilled the best practices into a framework they called “**Nonprofit Brand IDEA**” where the “IDEA” acronym stands for 4 principles of;

I = Brand Integrity

– *our internal identity is aligned with external image and both aligned with our mission*

D = Brand Democracy

– *we trust our staff, volunteers, members to communicate their own understanding of our core identity.*

E = Brand Ethics

– *the brand itself reflects the core values and culture of our organisation.*

A = Brand Affinity

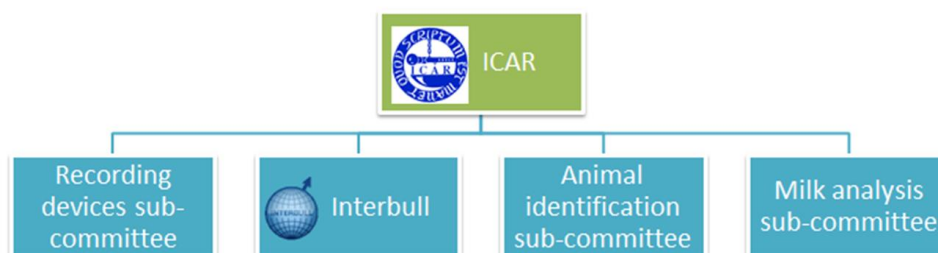
– *the brand is a good team player, working well alongside other like brands, good collaborator, a sought out “partner of choice”.*

In the second half of 2015 ICAR team plans to engage a Brand consultant to best decide how to measure ; where we are, where we want to be and begin practices/steps in short to mid-term to build that desired brand. To date the President and CE have had initial discussions with some consultants in Netherlands. CE will develop a costed proposal and suggest that we appoint some Board members to mentor and help review and refine that proposal for ICAR Brand development.

June 8, 2015

8 Groups Reports

Reports from ICAR's 4 Permanent Sub Committees;



8.1 ID Devices

8.1.1. New Chair nominated for Board Approval as Mr. Ken Evers.

8.1.2. In early May both Hans and Martin visited the two main ID Devices Test laboratories, namely DLG in Germany and IMA in Netherlands. The ID Devices testing is very important to S-ICAR accounting for over 50% of our service revenue. As such the trips were very important in keeping these testing partners very close to our business. Some highlights/comments;

- The DLG laboratory in Germany has extensive capabilities, they can cover all test requirements on the one site, including our Preliminary Environmental test and right through to RFID Conformance and Performance testing. The IMA Lab strength is in RFID with limited Environmental capability. Susanne Gaeckler runs the DLG ID Devices testing while Pieter Hoegwerf and Kees van't Klooster are co-directors of IMA Test Lab. Note: Kees van't Klooster is the Chair of the ISO TC23\SC19\WG3 with Pieter as deputy chair.
- ISO TC23\SC19\WG3 - is responsible for maintaining the ISO 11784, ISO11785 & ISO 24631 standards against which ICAR (as ISO's Registration Authority (RA)) test and certify products.. As ISO RA ICAR needs to be present and support every ISO WG3 meeting - I committed we would be there at Jun 17th in Madrid (CE + new Chair)
- S-ICAR as a Registration Authority (RA) and a Certification Body (CB) should also look at getting independent international accreditation. The international ISO/IEC 17065:2012 standard establishes the principles and requirements for the competence and impartiality of product, service and process certification and for bodies like S-ICAR offering these services. CE and staff will review if ISO 17065 is appropriate to S-ICAR.

June 8, 2015

- ID Certification requires all key stakeholders to work together; ICAR, ISO, Mfrs, Labs & Government CA's. We all need to be at that round table so we can move forward together. Key action for sustaining market integrity and ICAR brand is to develop a working list of Competent Authorities (CA's) – there is a lack of communication and education among the Cas with respect to their knowledge and awareness of ICAR ID certification. ICAR can play central role in convening EU and ISO to pull this list together so we can better educate and train the CA's.

8.1.3. The ID Devices SC have received an application from a Canadian laboratory (SAIT Polytechnic in Calgary Canada, Contact: Mr Bob Davies) to become an S-ICAR ID test lab. They have recently received their ISO accreditation. From discussions between Kaivo and Martin we recommend a final inspection visit from a few selected ICAR members to ratify their suitability to become an ID Test Laboratory. We will proceed with organising that visit when Robert Davies meets us in Krakow.

8.2 Milk Analysis SC

8.2.1. New Chair Gavin Scott & Brian met in Namur. Also a conference call was held in May with Gavin, Brian & Martin to review make up of group and particularly the role of Silvia Orlandini who is now working as a consultant as opposed to a member. Subsequently Martin had a skype interview with Silvia on 25th May and we propose to retain her services as a contractor to S-ICAR to;

- Advise and work with ICAR's MASC on the design and implementation of a worldwide Labs Proficiency Program run under Service ICAR (modified AQAS)
- Liaison between ICAR and ISO and IDF to ensure we are working well and in tandem with these key international partners.
- Participate in MASC meetings as S-ICAR rep and provide technical support.

8.2.2 Board Representatives to meet MASC; Hans & Jay as members of ICAR Board along with Brian and Martin are making themselves available to meet with new MASC Chair and SC in Krakow. The purpose of the meeting is to clearly establish the parameters the MA-SC should be aware of as it reviews the former AQAS proposal. This meeting has been scheduled for 18:00 to 18:30 on Wednesday 10th June immediately following the RLN meeting. Also it is felt it is a good opportunity to re energise the group in the light of the AQAS proposal's rejection in Berlin.

8.3 Recording Devices SC

New Chair Steven Sievert is on board and Martin held a hand over conference call with Steven on May 11th. Brian has drafted a new Terms of Reference which has been reviewed by Martin Steven and Jussi. The update was primarily done to widen the scope to include sampling

June 8, 2015

devices like tissue sampling which is not currently covered anywhere else in the ICAR guidelines. The new Terms of Reference can be seen in attached **Appendix 6**.

8.4 Interbull (moved to Point 10 on agenda)

8.5 Other Working Groups/Task Force Updates

8.5.1 Recommendations for **Certificate of Quality** since last ICAR Board;

- **State Animal Breeding Supervision Service** (Lithuania) **See Appendix 7**
Identification and production recording in dairy cattle
- **Deltamune Ltd.** (South Africa) **See Appendix 8**
Laboratory analysis for milk samples
- **CONVIS** (Luxembourg) **See Appendix 9**
Identification and production recording in dairy and beef cattle, laboratory analysis and data processing

8.5.2 **Animal Care WG**- New Chair – previous candidate selection was not been successful. A report has been done between ICAR and IDF which reviewed what animal care traits exist across current ICAR guidelines sections – with a view to existing groups to take up the traits relevant to their WG/TF e.g. Functional Traits WG, Genetic Analysis WG etc. This Cross Analysis Report will be reviewed by ICAR staff and relevant Chairs and recommendations will be put forward to Board upon completion of review.

8.5.3 **Genetic Analysis WG** Terms of Reference and this draft has been reviewed by the WG. The WG is one for concern as all members are very much tied up in their own business/labs. It's a case of getting some new blood into the WG to help with tasks – Martin & Brian to review with Wim.

8.5.4 **ICAR Feed Intake & greenhouse Gas Working Group** (gDMI & Methane gases) Brian and Martin had conference call(s) with Roel Verkamp and Yvette de Haas and Brian has drafted the final Terms of Reference for this new WG. We propose to move forward with team selection (including IDF and research parties as required) in second half of year – See **Appendix 10** ToR ICAR Feed Intake & greenhouse Gas WG.

8.6 Chairs of Groups Workshop

Mon June 08th (PM) Chairs Workshop – review agenda and action plan for Chairs workshop (See **Appendix 11**)

Chief Executive Report to ICAR Board

June 8, 2015

9 Interbull update

Hans Wilmink (President) and Reinhard Reents (Chair Interbull SC) and Martin Burke (CE) have scheduled the last hour of ICAR Board meeting to deal exclusively with ICAR / Interbull.

Items for discussion;

9.4.2. New Technical Director hire - update from Reinhard Reents.

9.4.1. GenoEx Business task force – plan at this stage is to move from Technical Focus to more of a Business Focus to get the GenoEx off the ground under Service ICAR / Interbull umbrella.

Actions for Board:

1. Review Business Task Force Proposal/Report from Brian Van Dormal (due June 6th)
2. Review make up of Interbull Task Force – Suggestions for discussion;

ICAR: President, CE + One Board member

Interbull: Technical Director, Chair of SC, + selected GenoEX member(s)...

10 Future ICAR Board Meetings

10.1 Meeting Schedule

The following table is the updated proposed schedule of meetings for the ICAR Board and the Council of Service ICAR. Dates for review and agreement by Board. Please note 2000hrs for all meetings (other than those at conferences or face to face).

Table 3. Future Meetings Proposal : Jul – Dec 2015.

Org'n	Meeting	Date	Start-finish (CET)	Venue	Notes
ICAR	Board	Monday 08/06/2015	8:00-12:00	Krakow	Face to Face
Service ICAR	Gen Assy (GA) S-ICAR	Monday 08/06/2015	12:00-12:05	Krakow	Re-election of SI Board
ICAR	Board and Group Chairs	Monday 08/06/2015	13:00 - 17:00	Krakow	Strategic planning discussion.
ICAR	Extraordinary GA ICAR	Wednesday 10/06/2015	08:00-08:20	Krakow	Approval of New statutes
ICAR	Gen Assy (GA) ICAR	Wednesday 10/06/2015	08:20-09:30	Krakow	Members GA

Chief Executive Report to ICAR Board

June 8, 2015

ICAR	Board	Wednesday 10/06/2015	10:00-10:30	Krakow	Post AGM/EGM Meeting
ICAR	Board	Tuesday 14/07/2015	20:00 - 21:00	Telephone Conference	8:00 in NZ and 15:00 in Columbus, Ohio.
Service ICAR	Board	Tuesday 21/07/2015	20:00 - 21:00	Telephone Conference	8:00 in NZ and 15:00 in Columbus, Ohio.
ICAR	Board	Tuesday 18/08/2015	20:00 - 21:00	Telephone Conference	8:00 in NZ and 15:00 in Columbus, Ohio.
ICAR	Board	Tuesday 22/09/2015	20:00 - 21:00	Telephone Conference	8:00 in NZ and 15:00 in Columbus, Ohio
Service ICAR	Board	Tuesday 29/09/2015	20:00 - 21:00	Telephone Conference	8:00 in NZ and 15:00 in Columbus, Ohio
ICAR	Board	Tuesday 20/10/2015	20:00 - 21:00	Telephone Conference	8:00 in NZ and 15:00 in Columbus, Ohio
Service ICAR	Board	Friday 20/11/2015	08:00 - 09:00	Rome	Face to Face.
ICAR	Board	Friday 20/11/2015	09:00 - 17:00	Rome	Face to Face.

Martin Burke, Chief Executive,

Date 29th May 2015.