



AMERICAN
KENNEL CLUB™

Feedback Survey Results of the AKC Flyer Titled, “The Importance of Your AKC Delegate”

An AKC Delegate Advocacy and Advancement Committee (DAAC) Survey

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Executive Summary

Background

In July, 2009, the Delegate Advancement and Advocacy Committee (DAAC) sent the Flyer, The Importance of Your AKC Delegate, to all AKC Delegates and to the officers of the Delegates' respective member clubs. The Flyer was reviewed and approved for release by the DAAC, the Delegate Coordinating Committee, AKC Staff and the AKC Board of Directors. The purpose of the flyer is to establish guidelines for Clubs for both selecting and supporting Delegates who will be good for their respective Clubs, the Delegate Body, the AKC and the Sport of Dogs. In the cover letter accompanying the Flyer, recipients were informed that there would be a short follow up survey seeking feedback about the effectiveness of the Flyer.

Purpose of the Survey

The survey had three specific objectives:

- Evaluate the effectiveness and usefulness of the information contained in the flyer
- Better understand how to improve communications within the AKC and Member Club communities
- Learn how to make future communication activities more effective.

The survey objectives were successfully met. The census survey invitations were emailed to 2,355 AKC Member Club Delegates and Officers. People who elected to participate clicked an internet link in the invitation email and were taken to the FluidSurvey.com website to take the online survey. We had 965 responses for an excellent response rate of 41%. In addition to answering the scored questions, the respondents provided over 500 written comments to four open-ended questions.

Summary of the Findings

Flyer distribution In general, 58% of respondents had received the Flyer. Of the Delegates who responded, 72% of them had received the Flyer. Of the people who said they had received the Flyer, 70% of them had read the Flyer prior to taking the survey. Within the survey there was a link to a copy of the Flyer if recipients wanted to read the survey before continuing. Of the Delegates who said they had received the Flyer, 81% had read the Flyer prior to taking the survey. Of the people who responded only 41% say the information was shared with them by other Club officers.

Usefulness of the Flyer On average the flyer was rated as useful or very useful by 87% of Delegates and Officers alike.

Response to the Delegate's duties described in the Flyer Forty four percent of respondents reported that Club leaders were viewing the role of the Delegate in a more positive, supportive and focused light. To a lesser extent, 37%, the Flyer helped set expectation of the Delegate. As reported by 24% and 13% of respondents, Delegate duties were included in policy and constitutions/bylaws respectively.

Financial support for Delegates Since 2009, when the Flyer was distributed, 70% of respondents report that the financial support for their Delegates has remained the same with 14% saying that the support had increased. From the Delegates' perspective 77% of them report that support has remained the same, and 8% say support has increased. Delegates report that 46% receive full or three fourths financial support, 22% receive half or one fourth support and 29% receive no support for travel, lodging, meal expenses, etc.

Open communication for the Delegate When asked if Club expectations, since 2009, had changed to more open and free communication, 54% of respondents said they

agreed or strongly agreed. Respondents also report 78% and 86% of the time they can communicate AKC Delegate information freely with the Fancy and Club membership respectively. It should be noted that 28% to 30% of respondents indicated that their Delegate reports didn't need to have board approval. However, 49% of the respondents reported that the approval of their boards was needed before their Delegate's reports were released.

Respondents were asked to identify the communication channels or methods by which the Clubs pass along Club information and business to members. The three leading channels were print media, in-person meetings and gatherings, and electronic communications. The Delegate used these same channels with similar frequencies as Club officers.

Conclusions

The findings show that distributing information to member Clubs and their Officers and Delegates remains problematic. Tracking software used by the AKC Information Services organization shows that emails distributed by the AKC are reaching the mailboxes of the intended recipients. The Flyer was also posted on the Delegate Portal of the AKC website. It's more likely that some recipients are not reading the emails they receive nor are they making use of the resources on the AKC website.

The findings also point to an issue that has to do with the level of sharing of information among the leaders within a Club. Only 41% of respondents said the Flyer was shared with them.

The Flyer was viewed as useful by survey respondents, and they report that the Flyer did have some effect on how the Delegate and his or her responsibilities are viewed by Club leadership.

Based on the written comments, there are improvements that can be made to the Flyer. There were also a number of suggestions for the next steps to take within the Delegate body now that the Flyer has been written. The written comments signal and conventional wisdom supports the conclusion that continued conversations and sharing of information regarding the duties, roles and responsibilities of the AKC Delegate will improve the Delegates' standing, effectiveness and influence with AKC and Member Club interactions.

Next Steps

Further analysis of the survey data would yield additional findings and conclusions. The written comments are also rich with ideas and suggestions that could be beneficial to the Future of the AKC Delegate Body subcommittee.

Survey Methodology

This was a census survey of the population. All members of the target population were invited to participate in the survey. The invitees were all AKC Member Club Delegates and the officers of the Delegates' respective Clubs. There were 2,355 people in the target population. The list of invitees, with their names, email addresses, Club affiliation and Club office was provided by the AKC Information Services organization.

The survey was fielded using the online FluidSurveys.com service. The service provided excellent tools to develop the survey questions, test the survey, send email invitations to respondents, allow the respondents to take the survey, send reminder emails to people who hadn't visited the online survey website, analyze the data and create reports. Prior to releasing the survey on October 28, 2011, the survey objectives and questions were reviewed and approved by the Delegate Advancement and Advocacy Committee (DAAC) of the AKC

Delegate body and Jim Crowley, AKC Executive Secretary. The final review and approval came at the September, 2011 DAAC meeting.

When the survey was closed on November 28, 2011, responses had been received from 965 people for a completion rate of 41%. This was viewed as an excellent response rate. Of the 965 respondents who started the survey, 770 people finished the survey by clicking the "Submit" button at the end. This left 195 respondents who started the survey and did not finish. Responses for these 195 people were collected for the questions they did answer before abandoning the survey. In the analysis, responses for all 965 people were used. In the case of five respondents, their Club affiliation information was not recorded when they took the survey. The number of responses for each question is shown in the respective graphs and tables.

Within the survey several question types were used. In questions dealing with the respondent's role in the Member Club or the communication channels that were used by the Club leaders, respondents could choose more

than one response. For questions dealing with the Flyer distribution, the respondents were able to select only one choice. For questions dealing with the usefulness of the Flyer or whether the Flyer had influenced activities within a Member Club a four or five point rating scale was used.

For the usefulness of the Flyer, respondents could choose "Very Useful", "Useful", "Neutral", or "Not Useful". In displaying the results of these types of questions, the "Very Useful" and "Useful" responses were grouped together into a "Useful" response and the "Neutral" and "Not Useful" responses were grouped together into a "Not Useful" response.

For questions relating to the effects the Flyer had on the relationships of the Delegate within the Club, respondents had a five point rating scale from "Strongly Disagree" to "Strongly Agree." To simplify the reporting, "Strongly Disagree" and "Disagree" results were combined and reported as "Disagree" and "Strongly Agree" and "Agree" were combined and reported as "Agree." "Neutral" responses were reported by themselves as "Neutral."

Who Took the Survey?

The invitees were all AKC Member Club Delegates and the officers of the Delegates' respective Clubs. There were 2,355 people in the target population. Table 1 shows the number of survey respondents by the type of Club.

Survey Respondents By Type of Club		
Type of AKC Member Club	Number of Clubs	Number of Individuals
All Breed Clubs	293	548
Specialty & Parent Clubs	150	320
Training, Obedience, & Field Clubs	45	71
Group Clubs	14	21
Total	502	960

Table 1. Survey Respondents By Type of Club

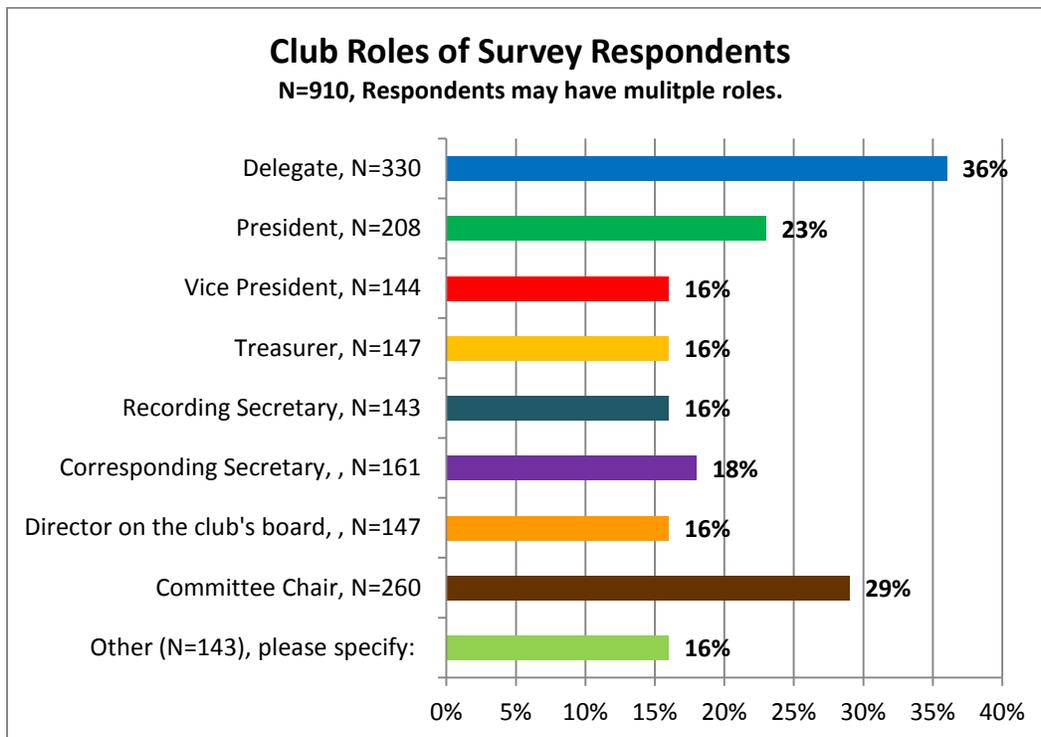


Figure 1. Club Roles of Survey Respondents. Other Roles That Survey Takers Hold--AKC Canine Ambassador, Awards, Committee Member, Editor/Writer, Governor, Historian, Instructor/Trainer, Legislative Liaison, Meet the Breed, Parliamentarian, Past Officer, RDOD, Rescue, Security, National Anthem Singer, Trust Advisor, Webmaster.

Individuals often have multiple roles in their Clubs, and as shown in Figure 1, we found that among the survey respondents, eighty eight percent are Club Officers, thirty six percent are Delegates, and twenty nine percent are Committee Chairs. Of the Delegates who responded sixty four percent of them hold more than one role in their Club.

Flyer Distribution

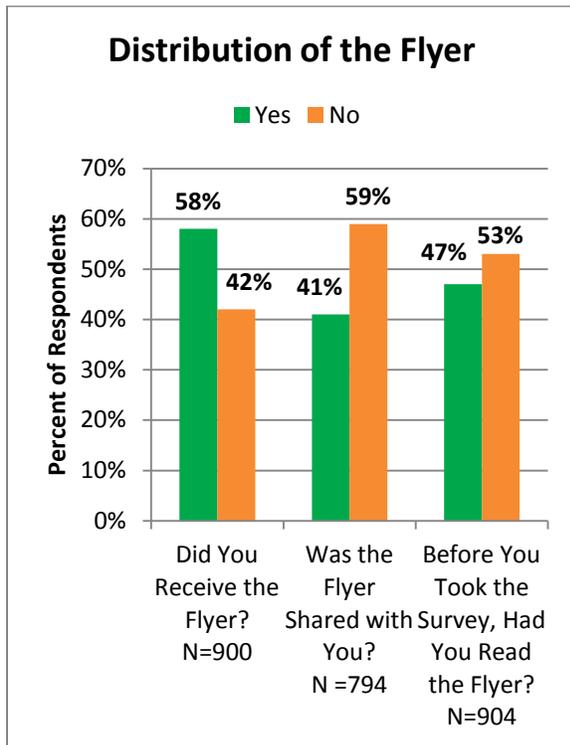


Figure 2. Distribution of the Flyer

Figure 2 shows that fifty eight percent of the respondents received the Flyer, but fifty nine percent of the respondents did not hear anything about it from others in their Club. Fifty three percent of the respondents saw the Flyer for the first time when they participated in the survey.

Of the respondents who reported they had received the Flyer, 70% of them said that they had read the Flyer prior to taking the survey. For Delegates who reported they had received the Flyer, 81% of them reported they had read the Flyer prior to taking the survey.

Getting the Flyer to recipients so that they looked at it and remembered that they received it was a problem. Forty two percent reported that they did not receive it. Yet, only 2.8% of the emails for the survey bounced. The same address list was used for the survey e-mailing as was used for the distributions of the Flyer. Delegates had been sent the Flyer three times, and their Club Officers had been sent the Flyer twice before the survey was fielded.

Clearly this is an area where an improvement in communications, especially e-mail is needed. The comments section provided some excellent insights and suggestions about improving the communications. Possibly if future communications request an action or an intriguing engagement, they might be noticed, acted upon, and/or remembered.

Another technical detail that challenges e-communications is the variety of security settings to prevent spam on the recipients' commutators. Perhaps if the e-communications such as the survey or Flyer come from expected and known sources, they would be more likely to be accepted by the recipients' security settings.

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Usefulness of the Flyer

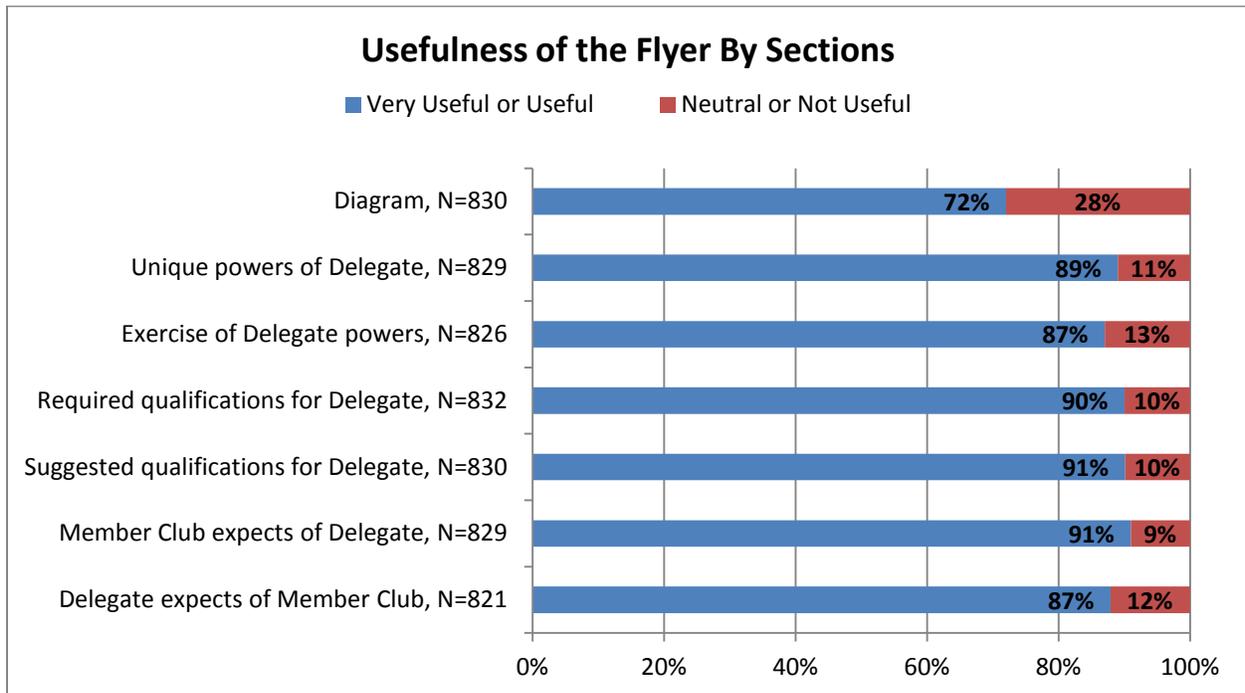


Figure 3. Usefulness of the Flyer By Sections

As seen in Figure 3, overall, the Flyer was considered useful or very useful by 87% of the respondents. The diagram’s usefulness was considered neutral by twenty four percent, and not useful by four percent. The comment section provided a number of suggestions for the diagram.

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In addition to the responses tallied in the table above on the usefulness of the flyer, 174 survey respondents provided optional comments that fell into nine categories as listed in Table 2.

Please see Appendix A for a summary of the comments.

Categories of Optional Comments “How to Make the Flyer More Useful to Clubs, Club Leaders, and Delegates”	
Category	#
Useful Suggestions for the Flyer	86
Things Done Right in the Flyer	61
The Flyer Needed To Be Received	34
Observations	16
Quotable Comments	14
Problems	12
Philosophy	6
AKC Rule Change Suggestions	5
Misinformation	4

Table 2. Categories of Optional Comments About Usefulness of Flyer

Response to the Delegate’s Duties
Described in The AKC Flyer

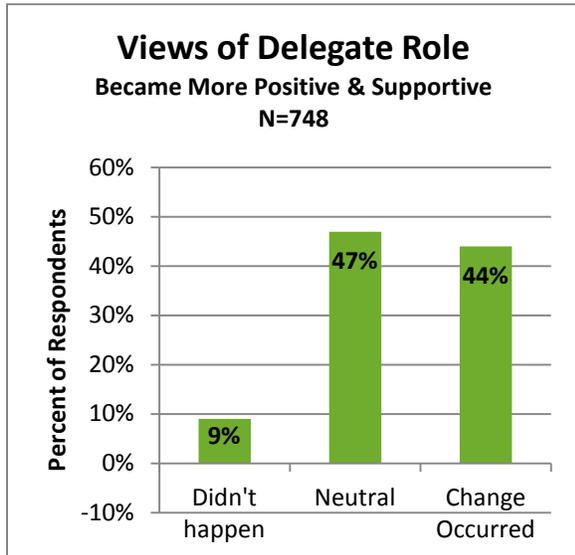


Figure 4. Views of Delegate Role Became Positive

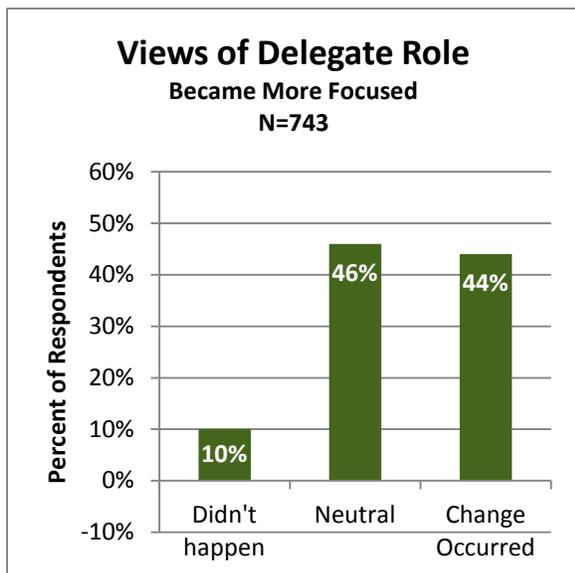


Figure 5. Views of Delegate Role Became Focused

As shown in Figures 4 and 5, forty four percent of respondents reported that they felt the Flyer resulted in change occurring with respect to the role of the Delegate’s duties. They reported that Club leaders’ view of the role of the delegate duties became more positive, supportive and focused.

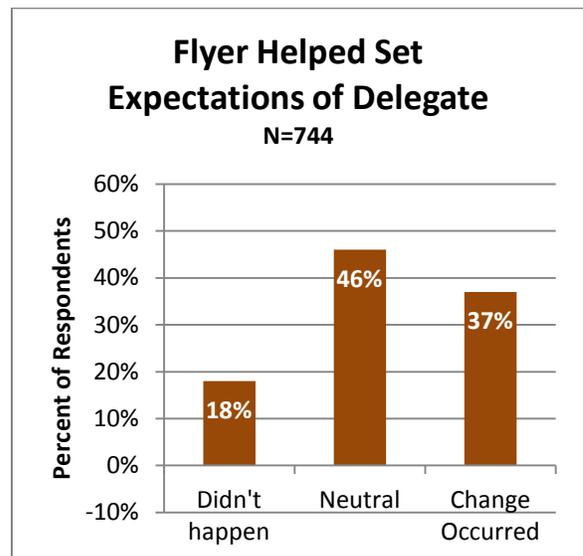


Figure 6. Flyer Helped Set Expectations of Delegate

As shown in Figure 6, thirty seven percent of respondents reported the Flyer helped set expectations of their Delegates.



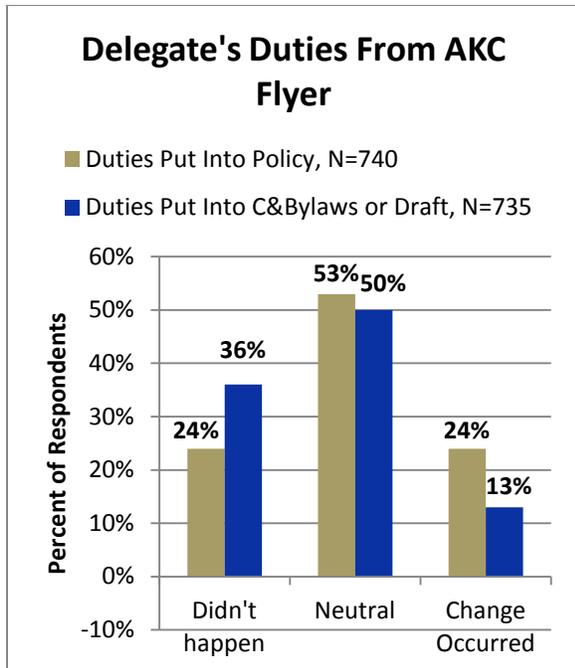


Figure 7. Use of Delegate's Duties From AKC Flyer

Figure 7 shows that twenty four percent of respondents reported that duties as described in the flyer were put into Club policy. Thirteen percent reported they were put into a draft or revision of the Constitution and Bylaws.



In addition to the responses tallied in Figures 4-7 on the response to the Flyer, 172 survey respondents provided optional comments that fell into six categories listed in Table 3. Please see Appendix B for a summary of the comments.

Categories of Optional Comments	
"How Your Club's officers and board members responded to the Delegate's duties as described in the AKC Flyer"	
Category	#
No Receipt of Flyer or Unknown	50
No Response/No Change /Unknown	42
No Change & Things Are Good	37
Observations	21
No Change & Things Are Bad	15
Positive Responses	11

Table 3. Categories of Optional Comments About Responses to the Flyer

Financial Support

Financial support for Delegates to travel to quarterly Delegate meetings is often a relevant factor a Member Club chooses a Delegate. This is becoming especially significant in this difficult economy. Survey questions were asked about changes in Member Clubs' support for their Delegates and about the current level of support for Delegates to attend meetings every three months in either Newark, NJ or Raleigh, NC.

seven percent of the Delegates responding to this question reported that financial support stayed the same. The Delegate responses to this question are probably more realistic since Delegates are the individuals who pay for the travel, hotel, etc. to the Delegate meetings and receive reimbursement for their expenses.

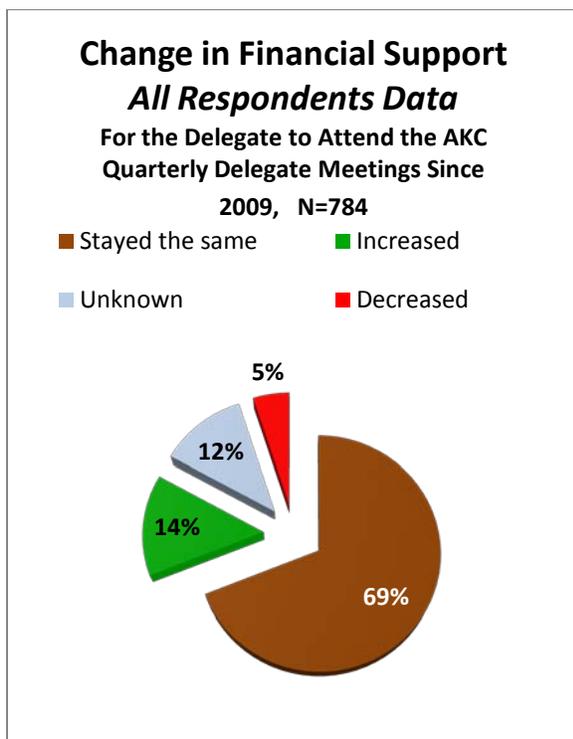


Figure 8. Change in Financial Support Reported By All Respondents

Financial support could have changed since the Flyer was first approved in July of 2009 by the AKC Board. The Flyer was sent by email to all the Delegates and Member Club officers. It should be noted that changes could have occurred without the publication of the Flyer.

Figure 8 shows that sixty nine percent of all the respondents indicated that financial support stayed the same. As shown in Figure 9, seventy

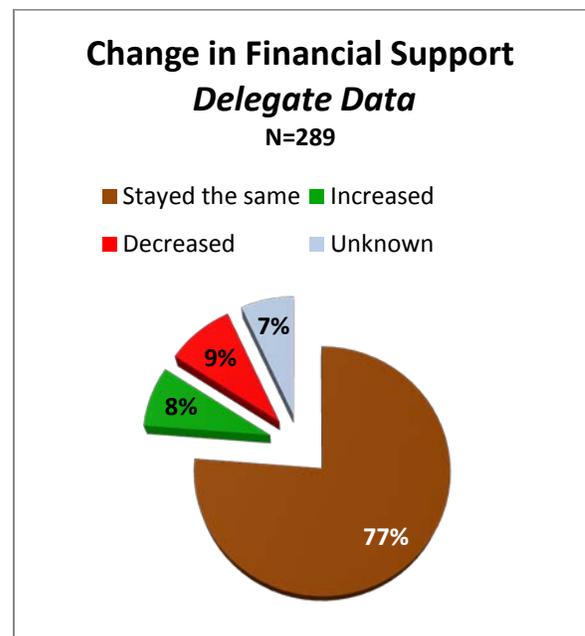


Figure 9. Change in Financial Support Reported By Delegates Only



Figure 10 shows that forty one percent of the respondents reported that their Clubs provided “Full or 3/4ths” financial support for their Delegate’s travel, lodging, etc. for each quarterly Delegate meeting. However, there were seventeen percent who did not know what level of financial support existed in their Club for their Delegate.

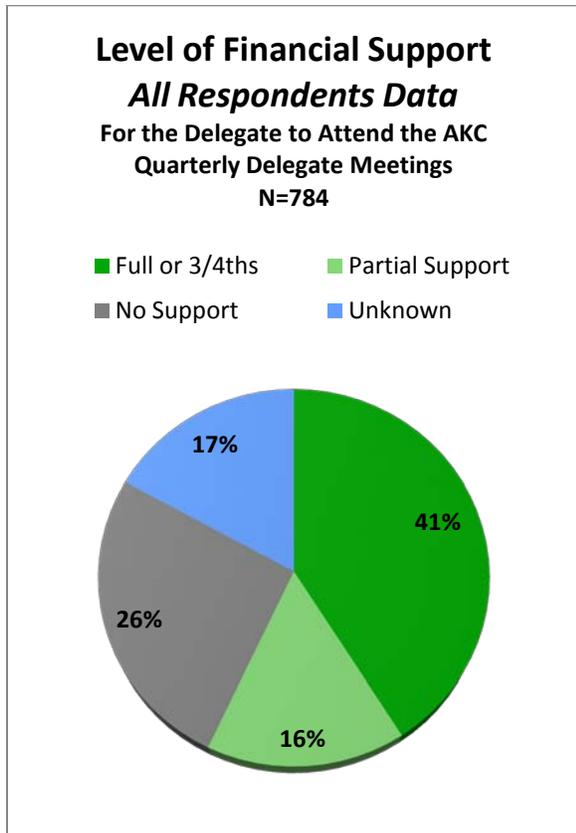


Figure 10. Level of Financial Support Reported By All Respondents

To get a more realistic estimate of the financial support for Delegates, the responses of the Delegates (who are more intimately aware of the expenses for attending Delegate meetings) were analyzed separately and are displayed in Figure 11.

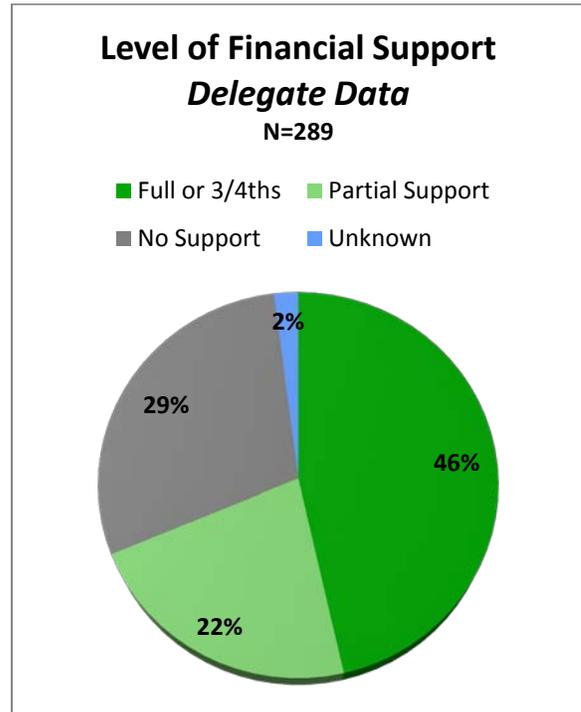


Figure 11. Level of Financial Support Reported By Delegates Only

Notice that when only the Delegate data is considered, the ‘Unknown’ category decreases from 17% to 2%. The ‘Partial Support’ increases from 16% to 22%, and ‘Full or 3/4ths’ increases from 41% to 46%.



To further evaluate the effectiveness of the section of the Flyer that recommends financial support for the Delegate, questions were asked about whether financial support was influenced by two factors--1)the Club’s financial resources, and 2) the Club’s understanding of the importance of the Delegate’s role with the Club, AKC and the Fancy. The responses are given in Table 12.

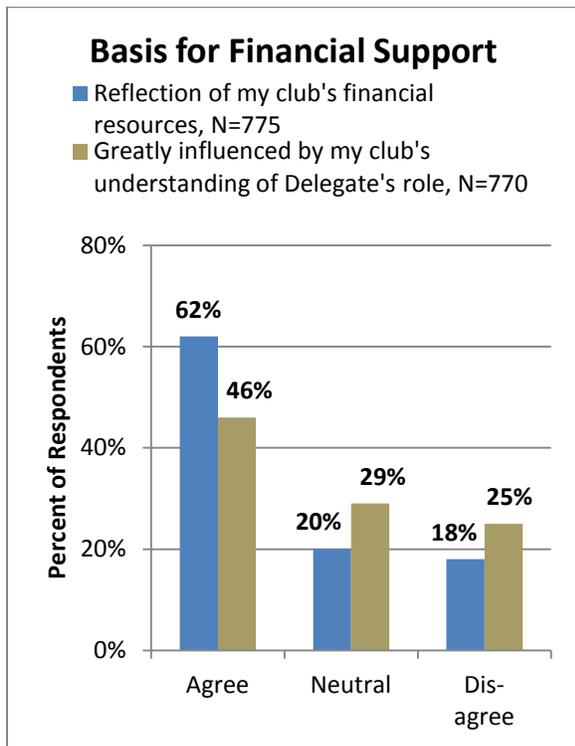


Figure 12. Factors Influencing Financial Support

The survey respondents indicated that the greatest influence (62%) on financial support for a Delegate is their Club’s financial resources. Thirty eight percent of the respondents felt that their Club’s financial resources were neutral or not an influential factor in the decision to provide financial support for their Delegate. Comments included statements that sometimes a Delegate wishes to pay his/her own way to the meetings.

The survey respondents indicated that an understanding of the importance of the Delegate’s role had a smaller impact (46%) on the decision of whether to help with a Delegate’s expenses. Fifty four percent of the respondents were neutral or disagreed.

Whether the respondents knew that their Club held a conviction that they wouldn’t get much in return for their investment was indicated only in some of the optional comments; however, no specific insights about the respondents as a group can be gleaned from the survey.

IX

Is There Open Communication For The Delegate?

Figure 13 shows that 54% of the respondents either strongly agree or agree that since 2009, that the expectations of the Club have changed to more open and free communication.

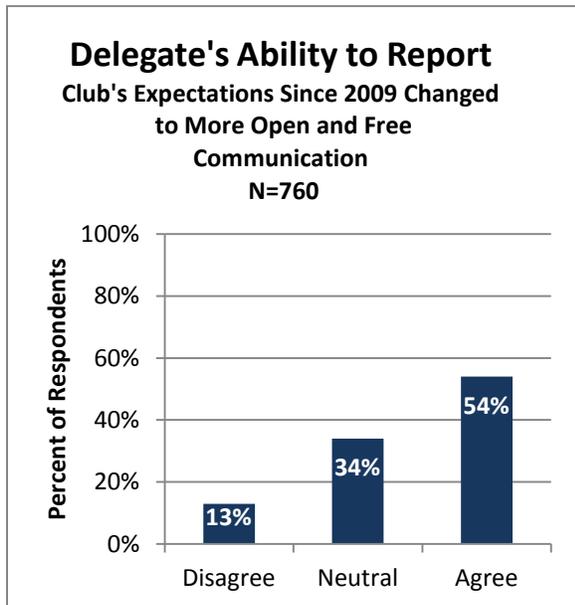


Figure 13. Has Delegate's Ability to Report Changed?

As shown in Figure 14, more than 3/4ths of the respondents answered that their Delegate is expected to be freely communicate their reports with the fancy

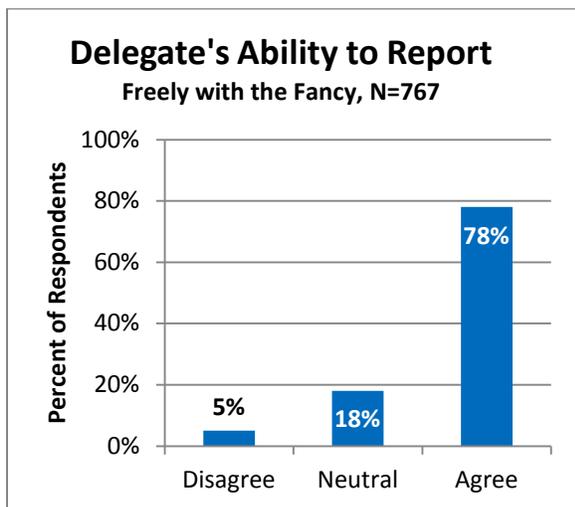


Figure 14. Delegate's Ability to Report to Fancy

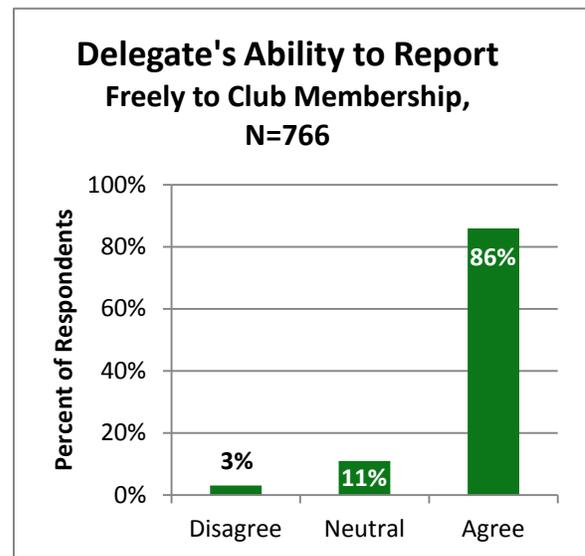


Figure 15. Delegate's Ability to Report to Club Membership

Figure 15 shows that eighty six percent of the respondents agreed or strongly agreed that the Delegate is expected to be able to communicate reports freely with the Club membership.

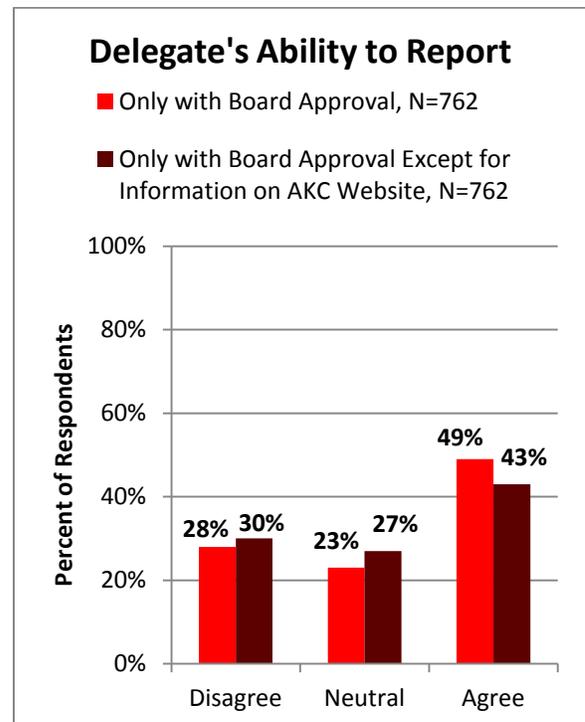


Figure 16. Delegate's Ability to Report to Club Membership Controlled By Board Approval

In Figures 16, about half (49%) of the respondents reported that the approval of the board is necessary before their Delegate reports are released. With this policy, the Delegate reporting is controlled to some degree by the Club's board.

Twenty eight percent to thirty percent of the respondents disagreed or strongly disagreed that their Delegates needed board approval

before releasing their reports. For them, the Delegate reporting is more open and free.

When only the Delegates' responses are tallied, the data show that Delegates feel freer (by 8% - 9%) to share information with Club members than the larger survey population reported.



Communications Channels With Club Members

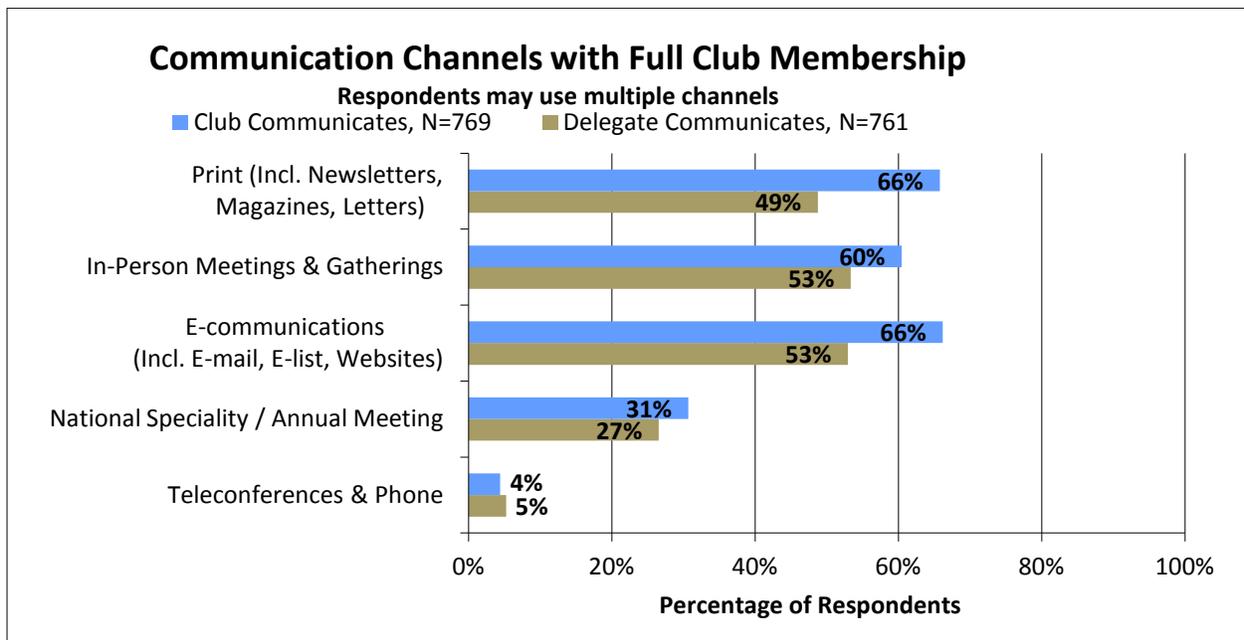


Figure 17. Communication Channels Used Between the Delegate or Club and Its Membership

Survey respondents reported using the channels shown in Figure 17 when the Club communicates information and business with their Club members. Delegates are using those established channels and similar patterns of use when they communicate with their Club members.

In responding to an optional question near the end of the survey, "What suggestions do you have to improve the distribution and circulation

of information to Club, Club leaders and Delegates?" comments were provided by 136 survey respondents. The tally of comments that fell into eleven categories are listed in Table 4.

Please see Appendix C for a summary of the comments.

Categories of Optional Comments	
“To Improve the Distribution of Information to Clubs, Club Leaders, and Delegates”	
Category	#
Distribution: Delegate to Club--Good Suggestions	64
Distribution: AKC to Club--Good Suggestions	49
Comment on Their Club	25
Distribution: AKC to All--Good Suggestions	23
Media	17
Problems Reported	15
Satisfied	14
Philosophy	12
Generally Good Suggestions	11
Quotable Comments	5
Doing Something Right	4

Table 4. Categories of Optional Comments About Distribution of Information to Clubs, etc.

At the end of the survey, there was an option to add some final comments. The tally of the 180 last comments received were grouped into eight categories and are listed in Table 5.

Categories of Optional Comments	
“Do you have anything else you would like to say?”	
Category	#
Worries/Suggestions	62
Positive Experiences/Thoughts	58
Thank You For Doing the Survey	41
Cost/# Delegate Meetings per year/Meeting Location/Media	21
Quotable Comments	13
Hooray for the Flyer!	12
Frustration With the Survey	7
Didn't Receive the Flyer	6

Table 5. Categories of Optional Comments Respondents Wished To Add

Please see Appendix D for a summary of the comments.

Appendices

Appendix A: Things that would make the Flyer more useful.

Appendix B: Responses to the Flyer by Club Officers and Board Members

Appendix C: Suggestions to Improve the Distribution and Circulation of Information

Appendix D: Do you have anything else you would like to say?

Appendix A: Things that would make the Flyer more useful.

Purpose of Flyer

- Include a short discussion as to why the content of the Flyer is being offered (+1 Optional Comments) and the vital role Delegates play within the AKC, perhaps with history as to why they exist. The current bulleted items with regard Delegate powers touch on role, but not clearly enough, IMO.
 - Is it to recruit new Delegates?
 - Is it to improve relationships between Delegates and Clubs?
 - Is it simply informative?
- The Delegates need to understand that the current "situation" at The AKC is.
 - AKC does not want the public at large to have any input as to the operations of the AKC
 - AKC really want to dissolve the Delegate body so they can do really do whatever they want-- e.g. Michael Canalizo losing over \$30,000 on the specialty shows that AKC underwrote this past February...
- Our Club does not provide expense assistance for our Delegate, is this (Flyer) intended to force a Club to do so?

Delegates and Clubs

Include more

- On what Clubs should expect from their Delegate.
- Detail on how a Delegate represents the Club and brings back information on how important the AKC is to the Club.
- On the qualifications to become a Delegate. Emphasize the "non-triviality" of the position. (+1 Optional Comment)
- Personal. Something as silly as "Do you know what your AKC Delegate can do for you?" Bring it down to how does that Delegate help the average member/exhibitor.
- Suggestions on how to work with the Delegate. I sometimes find that the Board has gone around our Delegate when we should be using her more as a resource and a central clearinghouse for communications with the AKC (at least on some matters.)
- On circumstances under which the Delegate should vote as directed by the Club
- On the Clubs' financial obligation

Suggestions:

- Add the process by which our chosen Delegate is approved (if need be) by the AKC and how they begin their term.
- Remind Clubs that Delegates have first hand info on AKC programs and the Delegate should be the "go to" educator on the importance/support of AKC programs.
- The theft/embezzlement section was too negative--in the rare cases that a member Club proposes someone that would fit this, let AKC inform the Club that this person is not eligible. Chances are, the Club would not know this information in advance, anyway, or they wouldn't have proposed the person.
- The Delegate should represent their Member Club, but the "unique powers" portion makes it sound like THEY hold the power - this entire section should have been written differently.
- Needs a section stating "What should a Delegate expect from AKC?" There has been a reduction in support to the Delegates which has had a negative impact on that relationship. AKC should support as well, this is not in reference to financial support.
- On how do they exercise their "powers"-- a significant one is the access and ad hoc meetings with other Delegates, including Board members and senior AKC staff.

Appendix A: Things that would make the Flyer more useful.

- I wish Member Clubs would put the suggestions to good use and make their Delegates "earn" their position. There are far too many Delegates that are out of touch with what is being faced by Clubs in today's climate.
- Write a letter to Member Clubs from your committee affirming the importance of having a Delegate and stating some of the same things in the Flyer would be very helpful. Then I'd use the Flyer as a supplement.
- Specific wording of Article VI.

Suggestions Specifically for Delegates

- How free should a Delegate feel to make proposals to the Delegate Body on the frequency of meetings, and the order of meetings; such as the Delegate Meeting on Monday and the Committee Meetings on Tuesday? I have heard people interested in proposing these topics but who feel uncomfortable in making proposals.
- I feel more stress should somehow be made regarding actually getting involved and attending the Delegate meetings
- Some indication of the amount of time and effort a Delegate is expected to devote, on a quarterly basis.
- Wording to the effect that the Delegate should serve on a committee after having been a Delegate for several years.
- If we suggest a minimum of 10 years commitment, perhaps we would have so much churn (turnover?) in our ranks.
- A requirement should be in Flyer for being involved in the Sport of Dogs to be a Delegate.
- More specific qualifications to become Delegate.
- Stress areas blocking one from serving as Delegate

Distribution and format

- Flyer should be sent to all Member Clubs annually since officer elections are conducted annually.
- Email this to EACH Delegate who has voted to remind THEM what their responsibilities are!
- Using color somewhere would have broken up the lists. There were a lot of items in the lists and in each section.
- Rather than a 'Flyer', maybe a tri-fold or even a wallet sized card which could be carried by the Delegate. Flyers tend to be 'lost' rather quickly.

Meetings

- Include number of meetings. Location of meetings. ---These elements have a large impact on who should hold this position.
 - Breed Clubs tend to not only look at the qualifications you include but also who has the time.
 - If most meetings are on the East Coast then most likely there is a need to appoint a Delegate who is from this same area or who personally has financial ability to pay travel expenses on their own.
 - Procedure Suggestion--If a portion of the Delegate meetings could be held via a video conference or similar media that would not require travel you would open up the number of people who could serve by substantially decreasing the cost to the individual Delegate and the parent Club.
- Include options for getting the Delegate to meetings, it's expensive and time consuming.
 - Are there ways to get Delegates together to share expenses?
 - Or grants to help with expenses?

Example/ Description

Appendix A: Things that would make the Flyer more useful.

- **Practical examples** (not what they might do so rarely as to be the next thing to never).
 - specific Delegate actions within the past few years that have had major effect to the sport. (+2 Optional Comments)
 - actual specific Delegates who have had a meaningful effect for their Club. (+1 Optional Comments)
- How a Delegate meeting is actually held, what a day in the life of a Delegate is like at a meeting...
 - Examples of what a Delegate might vote on. Not just saying they vote on the Board of Directors and they participate in committees and vote on Member Clubs—these are not all that important.
 - What a Delegate rarely does-- The Flyer presents an over-inflated picture of what Delegates do - for example, stating a Delegate "Votes to uphold or overrule an AKC Board decision to disapprove a Delegate candidate or to remove a seated Delegate" is absolutely true/right, except it virtually NEVER happens. Similar distortions are everywhere in the Flyer.
- What it actually takes to perform the duties of a Delegate as described in the Flyer. It all sounds good, but serving as a Delegate is expensive, time consuming and requires an understanding of the sport and the BUSINESS of the AKC.
 - It is not for fun- it truly can shape the future of the sport if people were concerned about the present and the future and not just winning or getting judging assignments.
 - Emphasize the time and money commitments that come with agreeing to be an effective Delegate. When a small Club cannot cover expenses, the financial commitment to at least a 5 year term is substantial. Also, because of the Tuesday meetings, it can be a huge drain on vacation time for those Delegates who are still working or in lost income for those that are self-employed. Being a Delegate is certainly worth it, but a person needs to know this up front.
- Parameters for the ombudsman section: spell it out. Be specific. Give examples.

Separation of Powers Explanation:

- Powers/responsibilities that are held by the AKC Staff and/or AKC Board and not exercised by Delegates -- the majority of individuals involved in the sport do NOT understand. (+2 Optional comments)
 - What the Delegates must vote on.
 - What the BOD can decide without Delegate input or vote.
 - What the AKC Staff decides.
- What powers do Delegates not have?

Long term Commitment Explanation:

- Why a long term commitment and a long term of service are important. (It seems like Delegates' self promotion.)
- Why take extra care in establishing who the Delegate will be—helpful to Clubs that think of the Delegate position as less important than it is.
- While our Delegates do serve for a long time, it is possible for them to be replaced each year given the rules of board appointments. I completely agree with the continuity and length of service requirement for a Delegate. Is AKC considering recommending this to all Clubs?

Explanation of phrase:

- Clarify statement "When applicable vote as directed by the Member Club". What does "when applicable" refer to.

Appendix A: Things that would make the Flyer more useful.

- Are there times when the Delegate is not expected to vote as directed by the Member Club?
- Can the Member Club ask the Delegate how they voted or is there a way to access that information from AKC records?
- "What should your Delegate expect from the Member Club?" needs to be better written. I understand the first part 'Assistance with Delegate expenses' but the 'to expand who might become Delegates and to maximize their participation' ???????? What does this mean...I have no idea what you want from me as a member? Are they asking for money to start a Delegate mentoring program? I thought the first part meant that they wanted their expenses paid to go to all the Delegate meetings.

Generally Explain:

- Delegate Meetings—when, where, and who pays? (+4 Optional Comments)
 - Why the Delegate meetings all need to be held on the east coast, as opposed to alternating them around the country to help all Clubs share the expense more equally.
 - Where does it say meetings are held in conjunction with AKC's show in December, someplace around the country in June and (at least in recent years) at Newark Airport in March and September?
 - Why doesn't AKC pay for some of the Delegate's costs?
 - I hope there are never less than 4 meetings a year. It is important that AKC officers and staff be there for Delegates to be able to work with and get input on ideas.
- "Occupational eligibility" needs more information or a reference. **(8 Optional Comments)**
- Why Delegates are "further extensions" of their individual Clubs.
- What is Delegate Standing Committee?
- How a member Club can acquire a Delegate—i.e. one of their own members or another person who represents several Clubs.

I did not receive a copy of the Flyer: (27 Optional Comments)

- Working Email addresses for Club Officers are needed.
 - Multiple email address lists at AKC? "I get some Delegate items via e-mail and some I don't and see some on other lists and don't know why I didn't get the info."
- Make sure the cover letter comes with the Flyer. "I believe Jim Crowley sent a letter to the Clubs and that is available on the website of the 'Importance of the Delegate.'"
- Distribution: Send it to the Corresponding Secretary to be read. (+1 Optional Comment) And to the President. Send to each officer of Club.
- Distribution: It would have been more useful to me if it had come attached to an email that I could have forwarded to my board. As a Delegate for a national Club, I admit I did not scan and send it on.
- Feedback Problems: They have not told me they received it or filled it in.
- Education: We have not been informed of who our Delegate is.

I learned:

- I've realized the Delegates don't have as much power as I thought they did.
- I learned some things from it.
- The relationship between the board and the Delegates--I had not realized how master-servant it is.

Opinion: Flyer

- Being a Delegate is about helping to run a national business, not a local dog show.
- Delegates should act and only act according to how their Club instructs them.

Appendix A: Things that would make the Flyer more useful.

- I believe the 10 year involvement in AKC events and/or activities (under suggested) is too long of a period of time. Five years would be more practical.
- I know of at least a few "Delegates" who have never yet attended a meeting - what a waste....
- Oftentimes, information is never passed on to members.
- Our seasoned members know how things work and how they should work.
- The Delegate is to represent the Breed Club and NOT everyone else in my book. The breed or all-breed Club Delegate is there to work for them and be the spokesman for that Club.
- Most Club members are only interested in AKC issues that impact them directly. They have little understanding or interest in the Delegate body, or in any of the process.
- Useful if meetings were affordable, and not in vacation spot.
- Flyer useful if the Club officers and members would read and understand it.
- The Flyer was self serving for current Delegates. The current Delegates are advocating there should not be term limits.
- What is printed and what is performed are far apart. How the role is performed, as interpreted, is not useful to the member Club.

Opinion: Survey

- This is a poorly designed survey. The reference to the upper right corner really requires one to have to Flyer in front of them or memorized. To answer each question one must go back to Flyer.
- Horrible statistical measurement for the scale "Rate the Usefulness of Sections in the Flyer"-- 2 Positive, 2 Negative (neutral & negative). Who has ever heard of a 4 pt scale? Terrible study design, so skewed to the positive response.

Flyer Graphic:

- There should be an arrow from Member Club and AKC to Sport of Dogs as there is a direct influence from each of these, as well as from the Delegate. But it illustrates well that the Delegate is a central key to the whole sport of dogs.
- I do not care for the diagram. The Delegate appears to have a larger responsibility than any other entity. If true, the fact sheet is not driving that point home.
- Have a different diagram showing the Member Club at the bottom and then the sport of dogs and AKC in the other locations (as the Delegate is to represent the Breed Club and NOT everyone else in my book. The breed or all-breed Club Delegate is there to work for them and be the spokesman for that Club.) So I would diagram your example differently.
- I'm not nuts about the diagram, but can't put my finger on what about it bugs me. It just doesn't seem complete or something.
- The Delegate is the representative of the Club to AKC but does not directly interface with the "Sport of Dogs." This interface with the "Sport of Dogs" is through the AKC or through the Club and its sponsorship of dog events, sanctioned by AKC. Your diagram makes it look like the Delegate is the only interface to the sport of dogs.
- The relationship between the Delegate and the Sport of Dogs is not completely correct. Any input from the Delegates needs to go through the AKC Board before any by-laws or rules are changed.
- The graphic doesn't really convey much. It seems to imply that the Delegate is somehow a mediator between the sport as a whole and the AKC, which is clearly not so. Not sure what it was intended to get across, but it should be clarified.
- The graphic could have been a bit better. (The "sport of dogs" addition is a bit confusing since no one but the Delegate seems to have input to it. I think that part of the graphic could just be left out.)

Appendix A: Things that would make the Flyer more useful.

- The graphic is quite good and basically says it all. The text could be shortened and hi-lighted for impact. **I would have liked to have something to carry with me and could be handled out** when necessary.

Flyer Criticism:

- What a waste of a Flyer. Delegates special powers? What are they super heroes?
- Needs better presentation. It is not very inviting to read; could just be designed in a more attractive manner.
- What is your expected outcome for the Flyer? It is nice, but what's the point?
- Would be discarded without a read through by most of our membership. It is somewhat academic for a member who is not a real enthusiast or involved as a committee person or board member. I do feel it is important that each local Club or parent Club member and exhibitor understand how much our Delegates help our Clubs, but I am not certain in its present form the average person would take time to study it.
- It would not be useful to me; I have been in dogs for many years.
- Somewhat bland.
- Missing information in Flyer about Delegates--I believe that the AKC discriminates against professionals(except veterinarians) in their Delegate body. This has led to a lack of what is going on in the broad area of the entire animal industry. The two obvious remedies would be to hire these professionals or to eliminate the policy of not having industry professionals on the Delegate body. Of course this would mean that the Delegates would have to realize that they are not as knowledgeable as the professionals (excluding veterinarians) that are in the animal industry.
- Your Flyer was somewhat redundant. Our Club is fortunate to have an active AKC Delegate who attends AKC Delegates meetings at least twice yearly, keeps Club members apprised of upcoming issues and taking our Club's vote back to the Delegates meeting.
- Need to receive it directly from AKC
- It needs to be simplified. There is too much on here for people to read.
- Design it for someone who actually knows what a Delegate does - this is designed for a 6 year old.
- Although the information in the Flyer does appear to be useful, we have no idea how to use it.

Editing

- In plain english your wording needs a lot of help.
- Sorry, but I have to say you really need some grammatical editing!
- Better presentation. It is not very inviting to read. It could just be designed in a more attractive manner.
- The Flyer has great content and could potentially be very useful, but it needs to be gone over one last time by a good copy editor.
 - There are a couple of editing issues that make the Flyer look a little amateur--Dear AKC Member Club Officer (President, etc.): You can't address something to "etc." Minor things -- for example: Attends and/or Participates with Delegate Standing Committees - --The word "participates" has no reason to be and should not be capitalized.

Cost

- AKC should not have wasted all this money on making this Flyer and then they spent more money for this survey. (The AKC has been screaming we are broke we are broke for months now and yet they don't have the common sense to be able to look at a Flyer and know it is useful or not.)

Flyer Well Done: (54 Optional Comments)

Appendix A: Things that would make the Flyer more useful.

- “The Flyer ... delivered the intended message. This came home to me when, at our recently completed national, someone came up and using language in the Flyer, told me what a fine job I was doing.”
- Gave reasons that a Delegate should serve for a substantial period of time
 - I liked that the long-term commitment was stressed.
-
- Gave advice in print and is available to Delegates and Clubs
 - This Flyer can serve as a reminder to Officers/Boards and the membership on the responsibilities of a Delegate.
 - Useful for writing a job description. I filed the Flyer along with my job description.
 - Handy to have in Member Club records, and can be included with membership info for new Club members. Good for all clubs and their members and prospective members, including local clubs, sharing, prospective Delegates, and those who seek to serve for the wrong reasons. (+2 Optional Comments)
 - A conversation opener, but you need to do more.
 - Extremely useful to me as published. I plan to send to our membership.
 - I handed out the copies of the Flyer at the National Meeting. Many members did not know the roles of the Delegate or the necessary qualifications required.
 - I do think this will be helpful if our BOD attempts to set/explain changes to Delegate policy to the membership.
 - A good reference when a Club is considering a replacement Delegate.
 - Having this Flyer before our election would have been very useful to explain the office more easily to our membership
 - Extremely valuable for a Club electing a new Delegate
 - Would like to have copies to give to Club members.
- The information is good. Concise.
- Covered all the major points, basic information
- I liked the bullet list format.
- It was long overdue.
- This "Flyer" should have been written into the AKC Rules and Regulations a long time ago..
- I find it clear and concise....and it meets the need for its purpose.
- Provides those newer in the "fancy" a more descriptive idea of the roles.
- Certainly useful ... It did get the information across in an easily understood manner.
- When we were discussing the Flyer, it appeared to the membership that all bases were covered. There is a better understanding of the Delegates position and what is expected of them.

Flyer Seen as Useless: (7 Optional Comments)

- No real need for the Flyer. Club members get reports from their Delegate. They know what is taking place. Who would really look at the Flyer other than Club Members?
- No point of this Flyer. People who are entrenched in the sport of dogs already know what the Delegate's role and responsibility is, people who aren't involved couldn't care less. Maybe I just don't understand who the audience is for the Flyer, but I really think in these difficult economic times, the AKC's money could be better spent elsewhere.
- I really don't like it. I'm sorry to be so blunt but I can't see any one actually relating to it.
- I'm not sure what the purpose of the Flyer is. What it says is not new.
- It did the job, but it is just a Flyer.

Appendix A: Things that would make the Flyer more useful.

Rule changes:

- All-breed Club Delegates should reside within 100 miles of the city in which the Club they represent serves.
- Delegates should be given more power to influence the direction of AKC. They should be given more oversight of the AKC administration.
- Delegate should either attend all Club Board meetings, or be a member of the Board, regardless of voting status.
- Adding some type of conflict of interests. Possibly allow no competition in conformation while serving as Delegate. The Delegate then truly would serve the Club and AKC and no favoritism would be of question.
- "Although controversial, Delegate term limits might be beneficial to the total organization."
- Gotta get tough requirements and set specific expectations. This is an important role and needs serious people to participate.
- I would like to see a listing of how our Delegates vote.

Personal experiences:

- I served as Delegate for the Staffordshire Bull Terrier Club of America for 2 years and when someone wanted the position, the nominating committee ignored the advice in the Flyer, and I no longer have the position. I am not so sure a long term commitment is good. Continuity yes but some people are stuck in their position and have lost objectivity including members of the Board.
- Some Clubs elect their Delegate annually or biannually.
- Had our experience with a Delegate (Steven Gladstone) reflected in your claims.
- I DO NOT receive any financial support from my Club. I pay all of my own expenses.
- Too many times, I feel this "honor" is bestowed on a member in long standing, many times too advanced in years to effectively attend meetings, report back, and make decisions that will affect the rest of the fancy. This is not an easy job if done correctly!
- Our parent Club does not reimburse expenses for Delegates, we just do not have the resources.
- Our Delegate has been going a long time and has never served on a committee.
- Flyer produces no more than a shrug of the shoulders from the average Beagle-Club member because of conflicts of interest and the reality that many AKC Licensed Clubs now ignore the rulebook, etc.
- My Club was aware of the points covered on the Flyer since I've discussed these with them during meetings over the past 14 years of representing them as Delegate.
- Our Club has a long standing policy to elect a Delegate for a 10 year term.
- Our Delegate distributed the Flyer directly to all members of the Club.
- Our Delegate does an excellent job of keeping us informed. She is an outstanding representative.
- Flyer talks about a 5 yr term, but the Club is not interested in changing the term at this time, since there is no term limit.
- The Flyer was announced at a Club meeting, but quite honestly, few of our members care about it. I assume they feel I am doing a good job since they have been re-electing me every two years.
- Our Delegate would ramble on and never provided any useful information except that he met with high profile individuals to foster his own agenda. This is difficult to prevent.
- Would be useful if we had the opportunity to select a Delegate -- as it is the same person who has served in that capacity for as long as I have been around.

Appendix B: Responses to the Flyer by Club Officers and Board Members

Positive Responses (12)

- My Club revised the By-Laws to make my Delegates term 5 years.
- We have changed our Delegate's term from 2 years to 4 years.
- Will be adding duties with next Bylaws update.
- Our club already had these policies in place, but I expect that the soon forthcoming Bylaws revision will incorporate some of the ideas more formally.
- It was included in our job descriptions standard operating procedures.
- Posted in club newsletter.
- Presented to membership in paper copy.

No response/no change (things are good) (37)

- The info in the Flyer is pretty much what is done in my club.
- I have an extremely supportive club. I don't know that the Flyer changed anything specifically, but we passed it around at a meeting, and they all seemed to like it. I think it would be very useful with a less informed club.
- I see the diagram and info as how we do it already.
- No surprises from your Flyer. Our Delegates, past and present, have always performed their duties as you describe.
- The Board was delighted for the Flyer input. Some do not have extensive club or breed experience.
- Our Delegate exercises all the duties as outlined, so the Flyer only reinforced what our officers already knew.
- Our Delegate is doing such a great job, we didn't need to revise anything.
- Our Delegate knew the duties and how to try to get things done from years of dog showing experience and our mentor Diane Albers, deceased.
- We appointed a new Delegate ... we had already set up all of the duties and protocol for her ... happy to say (my Member Club) was ahead of the Flyer.

Receipt of Flyer unknown or not received (49)

- I never received the flier to discuss at a meeting or publish in our newsletter.
- I don't know if club leaders received the Flyer. I didn't see it until now.
- If we got the Flyer, it was never discussed.
- No officer or board member made me aware of this Flyer.
- Was this supposed to be shared with the BOD? This is the first time I have even seen this, and I had to begin the survey to get a copy. I am an officer in two clubs and have never seen this.

Observations (+&-) 20

Positive

1. We need to make the Delegate's report a part of our club's monthly membership meetings
2. These are good idea to bring up when the Flyer is discussed at a meeting.
3. My responses include input from all officers and board members.
4. As a Delegate, I go back to my club and report and ask opinions prior to casting a vote, something other Delegates failed to do previously.
5. Depending on the situation, this Delegate has had to check facts for members, act as sounding board and try to inform the club of the AKC actions.

Appendix B: Responses to the Flyer by Club Officers and Board Members

Negative

6. I believe our experience of having a Delegate only served the Delegate, and would go so far as to suggest that he misappropriated club funds.
7. My Club doesn't care much. Some of the more vocal members grumble about everything!! The other members keep quiet. It's sad.
8. So many Delegates who are ready to criticize your report.
9. Bad questions again.
10. Where is any of this detailed in the Flyer? It really says nothing.
11. Strange club politics superimpose all items in Flyer.
12. This seems like a waste of effort. The AKC board has recently taken it upon themselves to make drastic changes to our sport without the vote of the Delegates.

No Response (things are bad) 16

1. According to our Constitution, I am a non-voting member of the Board as the Delegate. The officers refuse to include me and are considering a change in the Constitution.
2. Even though we are an old club, my membership does not know enough about the AKC and its policies to be effected by the Flyer.
3. Even when asked for feedback I received nothing.
4. Totally ignored it as far as I can tell.
5. Have had no response to the Flyer from fellow officers. :-(
6. You are assuming that the Board actually responded - the Board response was "OK- so what?"
7. Money & the diluted effectiveness of the Delegate as reported by a previous Delegate prevent us from having a Delegate.
8. Sad to say, not too many of our Board members or Officers seem to take the Delegate's position very seriously.
9. The club's leaders are disinterested in what their Delegate does. This is not to say they do not appreciate receiving a report on Delegate meetings. They do. They have never recommended any action the Delegate should take nor have they indicated how the Delegate should vote on any rule or bylaw amendment although in all cases they are informed of upcoming votes and asked for input.

No Response/no change (Situation unknown) (42)

1. Absolutely no impact on our Club's Board and membership.
2. I received no feedback. (25)
3. If we got the Flyer, it was never discussed.
4. Delegates duties were already defined in Constitution.
5. I will take it to the next Board meeting.
6. Our club has not done those things, but thank you for giving me the idea of introducing them.

Appendix C: Suggestions to Improve the Distribution and Circulation of Information

Doing things right

Electronic meeting calls, releases via the web, good length reports, email, AKC moving all to an electronic medium, has satisfied/helped communication from the Delegate to their boards. (21 Optional comments)

- “Since our Delegate always informs the Officers, Board Members and general membership thru all lines of the club communication I don't think it could be improved upon unless we rented a billboard!”
- **Openness** – “Recently, Jim Crowley has been giving us heads up(on the Delegate list) on various things BEFORE everyone else knows the info...that really helps make the Delegate feel more useful and the Member Club feel that it receives a benefit by being a member club. I honestly think the more the Delegates can know about what may or may not happen in the future really helps them excite the clubs because they feel like they're in the know...and so and so who isn't a member club just isn't as in the loop.”

Suggestions

Delegate Meeting times/places/media/expense (13 Optional Comments)

- “In this age of technology, AKC should think about holding the quarterly Delegate meetings via teleconference so more Delegates could participate.”
- “If more Delegate functions/meetings could be done on-line it would benefit the fancy as a whole.”
- “For smaller clubs that lack unlimited financial resources, advanced agendas for upcoming meeting are useful in determining how we allocate money to get our Delegate there and choosing which meetings we must attend.”
- Have quarterly meetings somewhere besides in the east.
- All materials from Delegates on websites available to all.

Gatherings to discuss issues/information

- Informal gatherings with food at a show
- Regional conferences to discuss issues of running a club
- Meetings with AKC rep at shows/clusters

AKC should provide:

- Ready-to-distribute materials on Delegate meetings, Board meetings, Staff meetings, Actions items and Action plans to resolve issues—to Club Presidents, Officers, Board Members, Delegate, and/or all Club Members.
- COMPLETE AKC Delegate Meeting minutes as they had in the past. Emailed, on websites, announcements of posting to Member Clubs (15 Optional Comments)
- All Delegate Committee actions/news -- a brief written summary.
- Delegate Meeting Summary -- A basic document of about 4 or 5 paragraphs summarizing the main items from the last meeting; send this to Delegates a week later, it would probably encourage Delegates to write better reports & submit them in a more timely manner! 😊
- Delegates report -- and agenda for the next meeting on the AKCs website.
- Improved website (3 Optional Comments)
- Reminders and summary of new information, especially on critical or time-sensitive issues, as soon as they are available on website (4 Optional Comments)
- PDF files on website for reference

Appendix C: Suggestions to Improve the Distribution and Circulation of Information

- Direct information to anyone qualified to receive it.
- A monthly article about the issues that AKC is facing

AKC Board should provide:

- Notice 2 weeks in advance of dropping their bombs
- Information so that Delegates would never be surprised by Board considerations &/or actions - advance info should be provided with adequate lead time before it shows up on the web site or in a press release

Require/urge:

- Inform Delegates of duty to communicate with the club they represent
- Accountability both ways-- Clubs report back to AKC on the satisfaction about the frequency that info is shared by their Delegate. If both the club and Delegate shared information, I believe it would mean a more positive outcome for AKC. (2 Optional Comments)
- Require Delegates to live within their club's area and attend meetings
- Allow Delegates to vote electronically
- Access to email by all club officers.
- More use of e-communications
- Don't overload mailboxes, sometimes less is more
- Delegates to bring materials back to the club without trying to edit or alter information

Delegates need to:

- Pass on information and explanations, be forthcoming with info. (at least quarterly), be timely.
- Be on their Club's board
- (Delegates reported as not communicating, attending meetings, etc. – (9 Optional Comments))
- (Delegates reported as doing things right – (4 Optional Comments))
- Be able to represent more than one club in their region.
- Submit Delegate Committee Meeting Minutes in a timely manner.
- Educate their respective clubs on what is happening in the AKC
- Promote AKC and its programs

Problems:

- Too much email
- Too busy to cruise AKC Website daily
- Timing of info distribution—need to gather Club input. (2 Optional Comments)
- We attack from within, circular reporting and rumor give an impression of an organization with no direction and minimal leadership.
- Don't know if information/material sent is received. (8 Optional Comments)
- Delegates' health, out of town
- Financial burden for younger Delegates is prohibitive (they are not retired)
- New exhibitor/breeder does not get represented on the decisions made at AKC for showing. Most decisions are based on benefit to handlers and judges
- Delegate Meeting is social for self-promotion
- All Delegate information in some clubs must go through their boards.

Openness

- Delegate Information should be available to the fancy in general
- Tell members the bad news as well as the good.
- Tell members both sides of the issue, what all factions are saying.
- The AKC communication with the Delegates should also be available to other club officers

Appendix D: Do you have anything else you would like to say?

Thank you for the opportunity to offer some feedback. (+41 Optional Comments)

- Thank you for taking the time to prepare the survey.
- Feel you are doing a great job!
- This committee does a much-needed job...and it does it well.
- Encourage the Delegates to become more proactive in sharing AKC information.
- Two-way communication is important for a strong and active all breed dog club.
- Very thorough

Delegate is important in their Club. Informative. Committed.(+12 Optional Comments)

Clarified why they answered parts of the survey they way they did. (+3 Optional Comments)

Change in Rules/Bylaws/Regulations

- these recommendations are a start. Verifiable criteria should be required to become a Delegate and should be revisited periodically to assure certain qualifications are maintained.
- I think there should be a delegate requirement that delegates who are not members of the clubs they represent be required to meet with those club in person at least once every two years. At the club's expense would be appropriate. I am very disappointed with the lack of communication from ours.
- If small clubs could all share one delegate it would be helpful.
- The increased level of self importance of the delegate body has decreased the appropriate responses to the important issues that face our sport and the AKC. It is time to restructure the constitution and bylaws of the AKC so it may function as a business, not as a political body.
- The quarterly delegate meetings are an antiquated and expensive form of governance. Possible changes should be considered in form of electronic meetings/voting of issues or at least reduce the meetings to twice yearly from the traditional quarterly time frame.
- Until you require open records of voting, your entire being is a joke.

Delegate Roles

- to search out the grass roots issues impacting the future of dog ownership and the sport of dogs. AKC should ask the delegates, "What 3 things should AKC be doing today to safeguard and preserve the ownership of dogs and to facilitate the participation in the sport dogs?".
- I don't think the average member or even board member understand the importance of a working delegate that participates at the meetings and gives input and circulates with the other delegates. In order to accomplish anything a delegate needs to be able to network freely and not be a mouse.
- I would like to see some means of soliciting new faces for the committees. I feel that most delegates are hesitant to promote themselves as a candidate for a committee.
- Many delegates seemed to have dropped the ball when it comes to educating their clubs on the importance of AKC and its programs. This must change and delegates must either support AKC or go find another person to become their clubs delegate.
- For the kennel club that I'm the secretary for, the Delegate is a non-entity except to our Board members, some of which are also Delegates for other Parent Clubs.
- Our club takes the role of delegates very seriously and supports to the best of their ability. This view is not well advertised from AKC. This flyer is an opportunity to address and improve.
- The Delegate role would be more substantive if they were actually allowed to vote on more of the important issue. i.e. -the group alignment that was already defeated is back.

Appendix D: Do you have anything else you would like to say?

- The delegate should have a voice and be heard.

Dissatisfied with Delegate and/or Delegates' Reports to Clubs (+1)

- Delegates need to represent their club, not their own agenda, their own egos, their own politics which seems to me to be the norm for a delegate. I am tired of being "instructed" by our delegate rather than our delegate acting on our behalf.

Individual Delegates/Stories

- I am very happy with the delegates I work with. (One) is NOT afraid to speak and shares the thoughts of our all breed club. (Another) is involved in various committees and (the third) is not as active but has confidence in sharing issues that the breed club has.
- Thank you for your interest in this program. The DELEGATES should have a say and input in the direction of the sport of dogs and the issues that address all of us.
- I believe that my relationship with my club is fairly unique. Years ago, a delegate refused to vote as instructed by the club because he paid his own expenses. Now, the club pays 100% and expects its wishes to be followed.
When first elected, the club said they wanted a very active delegate and I told them I would do so but they had to be supportive. We have both kept our bargains.
Our delegate is nominated and voted on each year, along with the balance of our officers. Last year, there was a fight to see who could nominate me and who would second the nomination, which actions were greeted with applause (the only nomination to be so greeted). My election was quick and unanimous. The honor and responsibility of their attitude toward me is huge. I wonder if other delegates enjoy the luxury of that much support. I hope they do. It makes a big, big difference.
- I feel honored to have been a delegate for the last few years. I hope I will be able to bring the clubs interest in the work the delegates do back to what it was a few years ago.
- I feel our club is greatly served by our Delegate. kept up to date with all AKC info and she is a excellent example to all the dog world.
- I think our membership is very satisfied with our delegate, who is also our club president. He advocates running the club like a business, which makes a lot of sense today. He listens to the members and as a breeder, shares their concerns.
- Info re: rules, regulations & policy changes are valuable to my club and often, as a delegate, I can secure answers to obscure questions. I am also useful to my regional specialty club.
- Our delegate is very informative to the club with the material he receives.
- I also want to applaud your committee and especially the Parent Club conferences. Invaluable resource for the new people especially as there are always new people. I attended one and as a result of what I learned our club has been able to accomplish things much better and use resource AKC provides that we really were not aware of.
- Our Delegate always communicates AKC information to our entire membership as soon as the information is available to him.
- Our delegate has not been asking for the membership's input on upcoming issues in order to represent us properly. Therefore he will be replaced shortly.
- Regarding expenses. I charge my club only for air fare and hotel. I also stay at the least expensive hotel and look for cheap air flights.
- The financial questions don't apply to me. In the forty-one + years that I have served Clubs, I have never accepted and financial remuneration from the Clubs.
- The interest of the Club (as opposed to a small group of selected individuals) is directly related to the level of involvement, work and energy of the Delegate. If the Delegate is not actively involved in the business of the AKC, the Club will have a similar level of interest and investment.

Appendix D: Do you have anything else you would like to say?

The most important activity of this committee is to work with Clubs to improve the quality of the Delegates and having Delegates that work for the best interest of the Club and the AKC, that is delegates who do not see the delegate position as an opportunity for self.

- Financial support is not needed because our delegate always does these duties out of his own pocket, by his request.
- The officers and board of directors of my Parent Club believe we have in our delegate a model individual. She has served the club faithfully and diligently for many years and we hope to have her represent us for many more years to come.
- I was seated as my Club's Delegate in 1988 and have continued to serve in that capacity for the past 23 years. The Kennel Club has always proudly enjoyed full and open communication between our Board/Officers/General membership and the AKC. I hope that will continue, with NO restrictions ad infinitum!!
- We are fortunate to have an excellent delegate. She is excellent at communication and always keeps the club up to date. I know many clubs are not as fortunate as we are.
- We are fortunate to have an outstanding Delegate who keeps the information flowing constantly.

Worries:

- Prior to 2008 the Board shut out the delegate and asked nothing of them. We have been trying to reverse that and provide a forum for the delegate etc. but input has been slow and just a trickle
- One often gets the impression that the Delegate assembly is a rubber stamp with little actual power. Yes, I know we have forced the AKC to make policy changes, but that is rare indeed, and upon occasion stupid. As far as active participation is concerned, I am not so sure. It is difficult to get seriously involved in the doings of the assembly. Like the Board members, the impression is that the committee members remain the same and rarely change.
- I find out what decisions (my Parent Club) board makes when the club members do, through the quarterly bulletin. I am never allowed to have any input to any decisions made by the board. I make my report to (my Parent Club) board when I return from Delegate meets and I write in the quarterly bulletin what is going on at AKC. I am not allowed to meet with the board except when I request a time at the yearly meeting and that is only about 15 min. The 4 years that my wife was Pres. (my Parent Club), I was not allowed to read e-mails between board members.\
- Our board does not give sufficient support to our delegate or pay much attention to her reports, which is a weakness that we are beginning to recognize! Things move slowly here.
- Saying delegates are important is not as important as showing delegates are important. It is not clear to me, if 100% of the AKC's Parent Clubs, wanted to change an AKC Policy, they would/could have any influence, what so ever.
- See earlier statements about giving delegates oversight of the AKC administration and that delegates from all-breed clubs need to live in the region of the club they represent.
- I do strongly feel the Delegate needs to be aware of all that is sent to the club/officers. It would be of great help.
- I am our club's first delegate...and it has been and is a challenge to know what to do and how to do it; to bring the importance of the issues before the Delegate Body back o my club so that they feel like they are getting something for their money. That is very important. The Clubs look at the expense and must say...it is worth it to us! Otherwise, we'll all end up staying home and reading everything on the L.
- The delegate almost uses this as a social event I feel. The board is never appraised of any discussions from the delegate meetings. As Treasurer I have found out things after the fact on

Appendix D: Do you have anything else you would like to say?

number occasions. I am being told things were discussed, however, when I have looked back at the minutes, those issues are not even mentioned.

- The Hunt club has little interest in the other aspects of AKC so really have little interest in the delegate other than issues that affect hunt clubs.
- The only time we communicate (with our Delegate) is when we need to get the AKC Good Sportsmanship medallion.
- The inner workings of several groups within the Delegate body makes it impossible to be able to influence or even talk with more than a few delegates. The group is gaining more people and influencing more people and it makes it impossible to fight some of the things that go on. I am very disappointed and tired of what goes on. Sometimes it is a waste of time.
- Would like AKC to offer feedback on how other clubs reimburse/ support their delegate. Can financially strapped clubs have access to telecommunications if they are unable to get to the meeting?
- The Delegate body needs to have a vote of no confidence in the current leadership. They also need to demand that they have a say in all policies and decisions made. The Delegates also need to demand that they be treated as a senate because that is what they actually are. The founders of The AKC never intended for the AKC to be run as a business. Put a stop to the abuse and make those people who have put the AKC in the deplorable situation that it is in accountable for their actions...
- The Club Sec. took the flyer as intended to encourage Clubs to fund delegates. She responded to the committee negatively and sent her comments to the membership. After all that was done, she then told me what she'd done! I wrote a full explanation of the intent of the Flyer and the survey and asked that it also be sent to the membership but have no way to know if it was. I'm a surrogate Delegate, not a member of my Club (their choice) and have only once been directed on an issue!

Meetings and money

- I find it difficult to attend meetings when three of the four are on the East coast! I would suggest one in each region.
- What a shame the AKC hasn't entered this century to allow for teleconferencing, chats, Skype, etc.
- For a variety of reasons, mostly monetary, my club has directed me to attend only the two meetings held in March and September. I am not in a position to cover all my expenses to attend the other two, although I make an attempt. I note you let clubs know delegates should attend all four meetings. I would like to explore having three meetings per year in light of the reality of today's economy, both for local clubs and for AKC.
- I am concerned about the REAL work of the AKC delegate meetings.... The field area appears to be greatly outnumbered by bench and confirmation.
- I am very disappointed in the performance staff--to ignore the rules as adopted by the Delegate Body and to interpret the rules as they see fit, contrary to the Constitution of AKC.
- My club is concerned about all of the meetings being in the east, which will affect their approval of my attendance at all meetings. They also feel that four meetings are important for committee work. They would like to see at least two meetings in at least the central part of the country, if not in the west, to alleviate the expense for the delegates who live west of the Mississippi.
- I completely support three Delegate meetings per year. I know this is not the topic of this survey, but I am completely in favor of it!

Appendix D: Do you have anything else you would like to say?

- I would like to see the quarterly meetings being held in a different section of the country for each quarter to allow easier access for member delegates to attend. The cost of going to NYC is prohibitive unless you are financially sound, and if you are, your perspective on this sport for the less well off is biased and not representative of MOST breeders. The wealthy breeders/handlers/judges who can afford to be delegates can always attend and this is detrimental to the long term viability of this sport. Their focus is typically snobbish and upper crust. This sport will die if limited to only this elitist attitude.
- In 2012, all 4 of the Delegate meetings are on the East coast. Those Delegates who live in the West bear an enormous expense in airfare, not to mention hotels, meals, etc. My Breed Club does not have the means to reimburse me for any of my expenditures. It would be appreciated if at least 2 of the meetings could be more centrally located, or even somewhere further West. Two-thirds of the Clubs face this problem.
- In answering the survey some of my concerns are : the majority of the meetings are held on the East Coast which makes it too expensive for most clubs to send their delegates to the meetings and the delegate should not be expected to pay out of pocket for a lot of expenses. The inability for delegates to vote on issues electronically does not allow clubs to have input on changes to policies and AKC Board members. Many times the information comes out after the meeting and can't be shared with the club if it isn't picked up at the meeting. If it is available we still can't vote on it if we are not in attendance. Everyone has a computer or access to a computer.
- In this economy, one or two less meetings per year would be good as discussed.
- More meetings in Raleigh would be greatly appreciated - due to cost. The financial future of all AKC clubs depends on cost reductions in all areas.
- Our club does not at this time have a delegate partly due to the financial burden it places on the club and/or delegate. We are on the West Coast. If delegate meetings/communications etc. could be done via electronic conferencing or at least some of the meetings out west, or if small clubs could all share one delegate it would be helpful.
- Since my club doesn't support transportation, expenses etc to meetings, the locations are just NOT conducive to me getting to at least one per year.
- The AKC needs to hold quarterly delegate meetings somewhere besides New York on a regular basis. The clubs in the west cannot afford to send their delegates to all the meetings when they are all, clear across the country. AKC needs to stop wasting money mailing duplicate and triplicate letters about the same event, all in different envelopes.
- The meetings need to be e-meetings -maybe more often and perhaps with only one face to face meeting per year -time to move into the electronic age!!

AKC

- AKC needs to get into the 21 century by allowing clubs to have votes on major topics done electronically instead of by paper. (+1 Optional Comment) Mailings have become too expensive for some smaller parent clubs.
- It is the duty of the AKC to take heed of the delegates and the people they are representing.
- Find a new AKC financial expert. The AKC has been making some very un-wise financial decisions lately regarding the sport and its supporters.
- I am not sure if the AKC listens to what our delegate brings to them
- I would also suggest that AKC leadership should pay more attention to the delegate. My perception is that AKC does not respect and empower club delegates.
- I would like AKC to review its policy with regard to a Delegate being allowed to charge a fee for judging.

Appendix D: Do you have anything else you would like to say?

- I do feel that some recent changes made by the AKC contribute to making it harder for a delegate to stay informed. I realize that the AKC is trying to cut costs, but we seem to have less access to the information, for example, without the presence of staff at meetings.
- Delegates should not be viewed as a hindrance to AKC, but as a honest and direct source to the AKC of information from supporters of the sport of dogs.
- I feel that we will miss having staff available to address personally on club matters -- privately rather than standing up at Delegates' meeting. I understand that the Board feels differently, and that it is not just a financial decision.
- I think that efforts could be made to produce a document updating Clubs on changes made in the way the AKC has done business since 2009.
- I think the Delegates should have a financial impact statement on all proposed changes.
- I would love to make suggestions regarding new Group categories. Lois Gruver, Mt. Bachelor Kennel Club
- It's frustrating to get word things have been voted on before the delegate has time to share what is being voted on. AKC is only allowing people who are wealthy to make decisions. Most club members are middle class and can't afford to go on four trips per year...but they should still have a voice.
- Keeping clubs update on legislation has been helpful, keeping clubs updated on changing requirements for judges in the future, more emphasis on Jr handling & memberships.
- Like most everyone else, I have a very uneasy feeling about the future of our sport. I give it ten years, at the most. Too expensive and way too much "chumminess" between judges and professional handlers. I've been showing dogs for 30 years and I'm becoming more and more cynical. It isn't sour grapes. I've seen it and heard it myself. The AKC, judges and handlers are all dependent on the owner/breeders. The sooner they all get off their high horses and realize that, the sooner we can begin to address the problems before it's too late.
- It would be of interest for a club to be able to check on what meetings a delegate actually attended and how a delegate actually voted.
- Please continue to make clubs, exhibitors and members feel as if we matter. We may not bring in as much money, but we are the ones loyal to AKC and the ones who love our dogs and love competing in AKC events. Just make an effort to let all of us know that AKC appreciates our loyalty.
- The AKC executives are paid way too much. Delegates should be able to have more input on salaries. Raising show event fees and recording fees are killing the small clubs who barely break even holding dog shows. Many are now losing money on their shows. Maybe you should have a "tiered" approach to event fees whereby they only increase if the number of entries at the show increase. Charging more to register a dog and for co-owners is a just chasing good dog folks away from AKC. It only encourages folks to seek other registries or not to register dogs at all. You should be decreasing the fees and eliminating the late penalty if you want to encourage more folks to register dogs. We are seeing more and more folks in our area turn to UKC as they are not happy with what's going on with AKC. Wake up!
- The AKC, as the governing body should not compete with its member clubs, for instance, "Eukanuba". You are stealing our revenue from entries and vendors. Are you trying to put us out of business? But why is the AKC having dog shows? Oh yeah, money!
- There still is a fair amount of things that AKC does, that affects different clubs without AKC consulting the clubs, giving the information to delegates and allowing us to voice our clubs opinion or thoughts about it.

Appendix D: Do you have anything else you would like to say?

- We are a very small Club with limited resources, but do indeed appreciate AKC information and assistance whenever provided.

Flyer

Dissatisfied (7 Optional Comments)

- Based on the simple flyer I saw you seem to think a person will get a lot out of this. I think not. Maybe there was more I am not seeing, I just stopped; it really makes no sense (sense).
- Problem with the "flyer" is that one size does not fit all.
- The ombudsman-member approach does not allow exceptions, i.e. obvious civil disputes like lack of contracts, etc.
- The flyer could use more graphics and more succinct information. People like to be entertained. I worry that some didn't read the information because they don't think the delegate is important and the flyer itself looks like there are too many words to read quickly.
- The flyer should have the AKC logo on it somewhere as looking at it. I don't know if it's from the AKC.
- The communication problem exists from the AKC Staff and Board to the Delegates; not from the Delegates to their Clubs.

Distribution

- Not received (+6 Optional Comments)
- Brochure has not been distributed to the Board yet.
- Don't know if Club or membership read the Flyer. No feedback. (+
- Please, dear people, do remember that not everyone is "on-line" and there is nothing wrong with the print medium! Somehow the AKC and all of us managed just fine for many years prior to all this instant stuff!

Good...but,

- Flyer was good but club politics often times stand in way of acting thereon
- From the flyer: "When applicable, vote as directed by the Member Club." As the Delegate, my role is to be the conduit for my club's members' opinions/decisions. My task is to not supersede their desires. This is the one point I have an issue with other Delegates who believe they do not have to consider their clubs' opinions. Superegos should be left at home and the Delegate should be the voice of the member club they represent.
- The new president is more supportive of Delegate input than the old board, so maybe I can be more affective.
- On page 1: "How do they exercise these powers?" is plural, but all the exercises --attends, brings, informs--are single. Suggest "How does a delegate exercise these powers?"
- Wish I had received this information earlier so I could have shared more with other Board members.

Good (12 Optional Comments)

- I believe the flyer and letter will help the clubs understand the importance of membership with a delegate.
- Flyer was a very positive thing for the AKC to send out!
- I believe it was read and well received. I think maybe AKC Delegate Committee should send Parent Clubs a report card based on your Flyer annually or maybe the President should sit down with the delegate and go over the expectations together to see where shortfalls are and how the Board and Delegate can work together better.
- I did not know it existed. I think it should be a part of a packet for all new club members.

Appendix D: Do you have anything else you would like to say?

- The document was a real assets to have and share. I have even shared with members of other clubs who want to be delegates.
- We will work more closely with our delegate as a result of this flyer and information.

Survey

- I believe that this survey is biased as there is a presumption that the level of support of the delegate is poor.
- I think it is great that the AKC Delegate Advocacy and Advancement Committee Survey is trying to increase awareness of the Delegate body and to get greater participation from Member Club Officers and Directors. Questions:
 - (1) How and when (schedule) do you plan to address/respond to the questions and suggestions that are raised by the clubs as a result of your survey.
 - (2) How can we get greater participation for the Member Clubs when the AKC Board, Officers and Staff are reluctant to share issues/solutions with the Delegate Body/Member Clubs....we currently have a "us" vs. "them" environment which is not very conducive to solving problems.
- I think it is very important to ask for this type of response
- I think this survey is poor. ... Not the idea. The execution.
- The survey questions are too often based on assumptions that do not seem to apply to my club.
- This survey was one of the worst/most irrelevant in recent memory.
- This survey was well organized and executed.
- It will be instructional to hear what delegate feedback was received and the response rate.
- It would have been helpful to know what information you were looking for BEFORE filling out the survey. I don't know the answers to these questions, but I could have brought them up for discussion, and/or asked other people.
- Besides being Secretary for my All Breed KC, I am also Delegate for my Parent Club. If I were taking this survey for my Parent Club, my answers would have been different.
- On the financial support portion you might have given an option of "financial support dependent in part on the performance of the delegate. A delegate that does minimum or less than minimum should not drain resources. Our club fixed income is only about \$3,000 annually. Not much to run a national club and not much to support a delegate.
- There are way too many times when I feel that the Delegate meeting, or at least attendance at the Delegate meeting is a waste of my time and my club's finances. All too often an agenda is pushed through without much forethought of the consequences and, especially, Parent Clubs don't have the opportunity to respond. Thank you for taking the survey!

Changes as a result of Flyer/Survey

- I will propose to our BOD that we discuss giving some financial support to our Delegate. We have a strong financial base, and so it seems possible that we might be able to do that.
- My goal is for my club to incorporate some of the information into club policy.

Member Clubs

- It is important that we as the Board for our breed appoint delegates who represent the view of our Board and what AKC actions are good for our breed.
- Just a clarification from a few screens back -- our expectation of open communications from the Delegate to the Club goes back well before 2009.

Appendix D: Do you have anything else you would like to say?

- Just that I wish our Delegate would keep us better informed as to what goes on @ these meetings without me having to ask/beg for his written reports.
- Large membership clubs meet annually, but rarely have a quorum to conduct business. Members are represented by district directors who then pass along the Delegate's AKC report to the Board of Directors.
- Most of our club members have no idea what the Delegate does or is there for. They know that as an AKC club, we're supposed to have one.
- My Club does not pay for my meals when away at meetings - I have to eat wherever I am.
- For clubs with little or no resources to support the expenses of a delegate we are dependent on the good will of a person willing to shoulder the expenses themselves but that also means we have to accept the level of performance they choose to offer since there may not be anyone else to choose from. We have no leverage in these situations.

Sad to say but in some situations it is possible the delegate is more interested in hobnobbing with AKC higher ups and advancing themselves than they are in helping their club.

- I am sure you have looked into this but it would be good for clubs and the AKC if somehow the expenses of the delegate functions and meetings could be reduced. So much important work is accomplished by hard working delegate that should not be lost. How to balance all of this? My local kennel club delegate is awesome and as an all breed club we have resources to pay some of her expenses. She is worth every cent. As a parent club with limited resources we have to accept whoever steps forward willing to pay. They may or may not be good candidates or hard workers. Right now if I had to vote as a parent club board member to fund a delegate or have none I will have a difficult decision.
- I hope we will get a different delegate.
- Our club has always been well informed by our AKC Delegate. This is nothing new for us as it is what has always been expected of the person holding that position. I would venture to guess that the lack of communication arises when the club doesn't have the proper interest in AKC policy and events.
- Our Delegate budget changed since 2009 due to Club's financial situation. We previously covered ALL expenses, but changed it to >\$400.00 unless approved by the Board.
- We appreciate the work our delegates have done over the years. The last few have been partially funded. They are respected and have dealt with issues expertly and communication to the membership and BOD has improved with the last few delegates.
- We are improving.
- We consider our delegate our voice to the AKC and look forward to her concise reports from her attendance of delegates meeting. We hope the delegate meetings will never be abandoned.
- We do not financially assist our delegate because he does not request assistance. If and when he retires, we are prepared to offer assistance to the next delegate.
- We have very limited funds and as such are unable to support our delegate as much as we would like the issues seem to be already decided before the delegate gets to the meeting anyway
- We very much support the AKC and our Delegate

Appendix D: Do you have anything else you would like to say?

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