Policy Manual

FY27

Texas Beef Council Board of Directors

Strengthen demand for beef as the world's most preferred and trusted protein.

Overview

1. At a Glance
2. Texas Beef Council (TBC) Long Range Plan 2026–2031
3. How Beef Checkoff Dollars Flow
4. Your Role
5. National Leadership
6. The Annual Cycle
7. Rules Every TBC Director Must Know
8. Reference Library

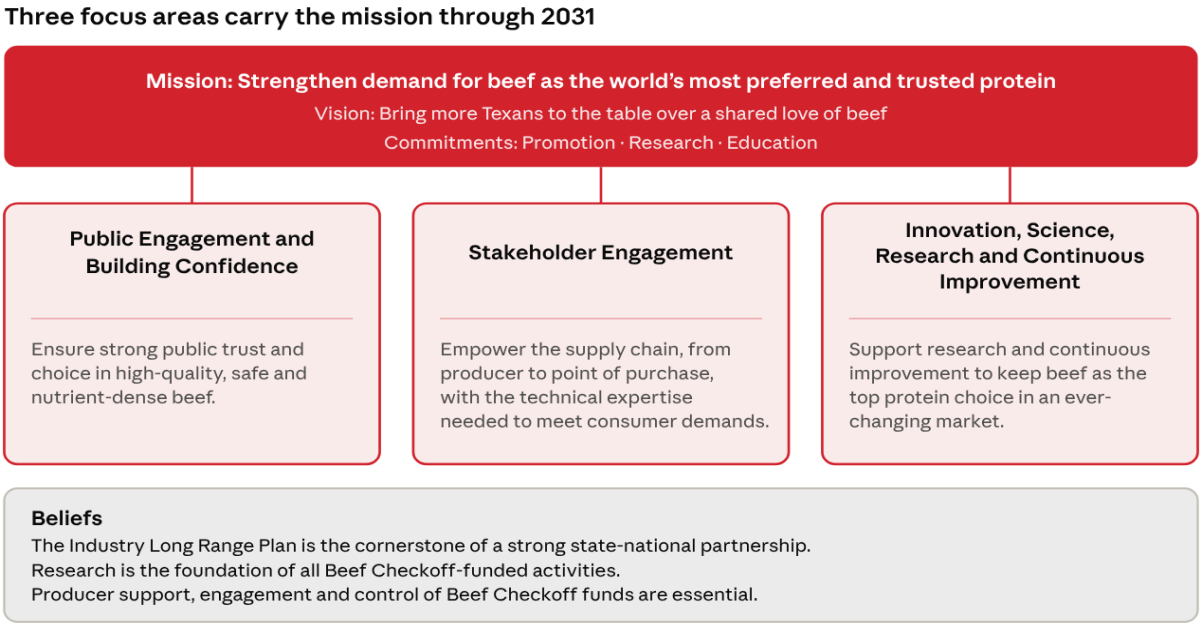
1. At a Glance

TBC is the state beef council that plans and carries out the Beef Checkoff in Texas. TBC Directors guide how those producer dollars are planned, budgeted, spent, and evaluated under federal law and TBC's Bylaws.

Fact	Detail
Mission	Strengthen demand for beef as the world's most preferred and trusted protein
Vision	Bring more Texans to the table over a shared love of beef
Governing law	Beef Promotion and Research Act of 1985 and the Beef Promotion and Research Order (7 CFR Part 1260)
Governing documents	TBC Bylaws, the TBC Long Range Plan and this manual
The Beef Checkoff	$1 per head on cattle sold. TBC keeps up to 50¢ for state and voluntary investment in programs, and sends 50¢ to the Cattlemen's Beef Board (CBB).
Board	20 TBC Directors
Standing committees	Executive Committee · Audit & Budget Committee · Nominating Committee
Advisory committees	Marketing · Beef Resources
Staff lead	Executive Vice President
Texans in national seats, FY27	13 CBB members · 6 Federation of State Beef Councils directors plus 1 Revenue Seat · 1 U.S. Meat Export Federation (USMEF) director
FY 27 Leadership	Shannon Treichel, Chair; Kara Dudley, Vice Chair

2. Long Range Plan 2026–2031

All decisions, from the annual budget to each program, are measured against the TBC Long Range Plan. It sets one mission, three focus areas, and three beliefs through 2031.



Objectives by Focus Area

Public Engagement and Building Confidence

GOAL: Ensure strong public trust and choice in high-quality, safe, and nutrient-dense beef.

- Grow consumers' knowledge of and affinity for beef.
- Increase knowledge and positive perceptions of beef among health professionals.
- Empower a diverse network of consumer influencers and educators to serve as credible advocates for beef.

Stakeholder Engagement

GOAL: Empower the supply chain—from producer to point of purchase—with the technical expertise needed to meet consumer demands.

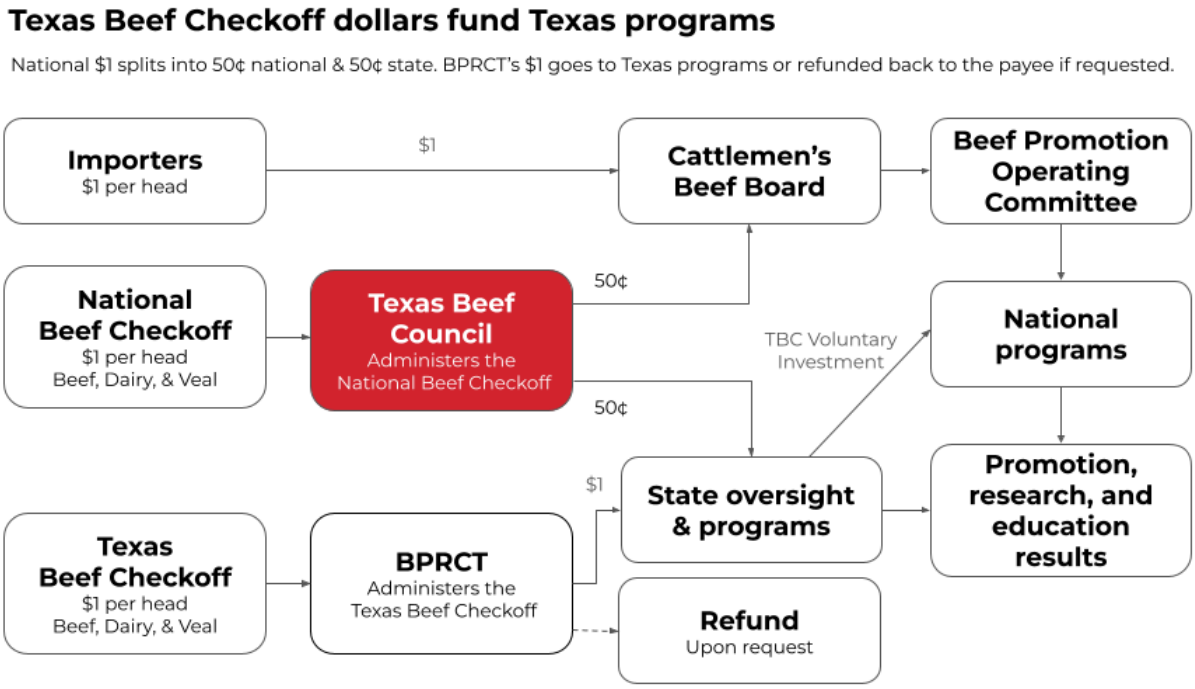
- Increase beef knowledge and confidence among retail and foodservice professionals.
- Leverage strategic partnerships to provide timely, factual information about beef and the cattle industry that helps the industry succeed.
- Support international marketing efforts to build demand for beef around the world.

Innovation, Science, Research and Continuous Improvement

GOAL: Support research and continuous improvement to keep beef as the top protein choice in an ever-changing market.

- Support and leverage beef safety, nutrition, sustainability, product quality, and market research.
- Support Beef Quality Assurance (BQA) training on standards for cattle well-being, food safety, and product quality.
- Communicate the outcomes of Beef Checkoff-funded programs and show their impact on beef demand.

3. How Beef Checkoff Dollars Flow



The TBC administers the Beef Checkoff in the state of Texas. The TBC also contracts with the Beef Promotion Research Council of Texas (BPRCT) to execute programs on behalf of the Texas Beef Checkoff. Each $1 per head assessment of the national Beef Checkoff is collected by TBC as a Qualified State Beef Council. The Cattlemen's Beef Board (CBB) is responsible for renewing TBC's qualification status. TBC keeps up to 50¢ for state oversight and programs, and sends 50¢ to CBB, which funds national programs through the Beef Promotion Operating Committee (BPOC) and its contractors. Separately, TBC chooses how much to invest voluntarily in the Federation of State Beef Councils or the U.S. Meat Export Federation (USMEF) to fund national programs.

4. Your Role

TBC operates through the direction of our Board of Directors. The role of a TBC Director encompasses several important powers and responsibilities.

The primary responsibility of Directors is to guide the planning, budgeting, and evaluation of Beef Checkoff programs. The execution of programs and investment of Beef Checkoff dollars are governed through the actions of Directors.

Powers of the Board are set forth in the bylaws of TBC, and Directors are responsible for carrying out the intent of Congress established in the Beef Promotion and Research Act. Therefore, the responsibilities of Directors cannot be treated casually. Directors must conscientiously use their powers in good faith to benefit the general interests of the beef industry, and not merely for the interests of industry segments or a few Directors.

The role of a Director is more than an honorary position. The law requires active involvement and participation of Directors in the governance and decision-making process of the organization. Anything less fails to properly serve TBC, but can also leave the Director exposed to potentially significant personal liability and public embarrassment.

- **Source of authority.** The Board's powers are set by the TBC Bylaws. Directors carry out the intent of Congress in the Beef Promotion and Research Act.
- **Good faith for the whole industry.** Use your powers for the general interests of the beef industry, not one segment or a few Directors.

TBC Directors govern through four committees and a hired EVP



How TBC is organized

The Board works through three standing committees and two advisory committees. The Executive Committee works with the Executive Vice President (EVP), who leads TBC staff.

What every TBC Director commits to

1. **Shape the plan.** Help develop TBC's goals, objectives, and budget priorities.
2. **Prepare.** Read meeting materials in advance and know the TBC Long Range Plan.
3. **Show up.** Attend Board meetings and take part in decision-making. If you can't attend, tell the Chairman or EVP before the meeting. Substitute Directors and proxy voting are covered in Bylaws Article III, Sections 8 and 9.
4. **Act for the whole industry.** Act in good faith for the beef industry, TBC policies, and the TBC Long Range Plan, not just the industry segment you represent.
5. **Support leadership.** Advise and assist the Chairman and the EVP.
6. **Delegate wisely.** Subject to Board approval, hand the Executive Committee urgent projects, EVP compensation, and urgent matters.

Roles side by side

Role	Who serves	How chosen	Core charge	Key duties
TBC Director	All 20 Directors	Per TBC Bylaws	Realize the TBC Long Range Plan	Prepare, attend, set goals and budget priorities, and act in good faith.
Chairman	One Director	Nominated by the Nominating Committee, elected by the Board	Lead the Board and staff in carrying out the TBC Long Range Plan and this manual	Preside at Board and Executive Committee meetings; keep everyone informed with the EVP; appoint committees (Audit & Budget, Nominating, special); serve as spokesman; counsel the EVP and review the EVP every year.
Executive Committee	5: Chairman, Vice Chairman, immediate Past Chairman, 2 Directors	Nominated by the Nominating Committee, elected by the Board	Act for the Board between meetings	Report every action at the next Board meeting for ratification; represent the whole Board statewide; keep other Directors informed; attend all meetings; evaluate the EVP and set the EVP's pay.
Audit & Budget Committee	3 Directors, chaired by the Vice Chairman	Appointed by the Chairman, elected by the Board	Recommend a statewide annual budget that meets the TBC Long Range Plan	Ensure an annual third-party audit; review interim financials and year-end results; recommend the annual budget and amendments.
Advisory Committee member	Directors and ex-officio members	Named on the FY27 Advisory Committee List	Advise staff and the Board on programs	Help set program and budget priorities; prepare for and attend meetings; take part in program planning, and act in good faith.

5. National Leadership

TBC is one half of a state–national partnership. Texans hold seats on the Cattlemen's Beef Board, the Federation of State Beef Councils and the U.S. Meat Export Federation, and can be elected to the Beef Promotion Operating Committee, which decides how national Beef Checkoff dollars are spent.

National roles and organizations

Organization	Who it is	What it does
State beef councils (including TBC)	The one qualified state beef council in each state	Collect the Beef Checkoff and send 50¢ to CBB. Run promotion, consumer information, research, industry information, and producer communication programs. Through their Federation directors, direct national programs funded by BPOC contracts and state investments, and elect Federation members to BPOC.
Cattlemen's Beef Board (CBB)	Producers and importers appointed by the U.S. Secretary of Agriculture	Administers the Order and makes rules for it; investigates complaints; recommends amendments; invests funds until used; meets at least yearly; elects 10 members to BPOC; approves BPOC budgets and sends them to the Secretary; files an annual report and is audited; reviews state beef council applications.
Beef Promotion Operating Committee (BPOC)	10 CBB members and 10 Federation members	Budgets national promotion, research, consumer information and industry information plans; contracts with national industry organizations, with the Secretary's approval; sends budgets to CBB; reports at least yearly.
Federation of State Beef Councils	State beef councils are its members	Develops and carries out national programs, and elects 10 Federation members to BPOC. Works with state beef councils to amplify programs.
Contracting organizations	National nonprofit industry organizations that existed before the Act; over 100 qualify	Contract with BPOC to execute Beef Checkoff-funded programs.
State industry membership organizations	Certified by the Secretary	Nominate producers from their state for appointment to CBB.

How Texans earn national seats

Seat	How it is filled	Size and terms
CBB member	Appointed by the Secretary of Agriculture from nominations by certified state organizations	One member for each state with at least 500,000 head, plus one for each additional 1,000,000 head. Three-year terms, no more than two in a row. No pay; expenses reimbursed. Texas holds 13 seats in FY27.
BPOC member, CBB side	Elected by CBB: its chair, vice chair and treasurer, plus 7 more	One-year terms, no more than six in a row
BPOC member, Federation side	Elected by the Federation: its chair and vice chair, plus 8 producers who are state beef council directors and not CBB members	State beef councils recommend candidates; the Joint Industry Nominating Committee reports the slate; only state beef council directors in the Federation may nominate from the floor and vote. One-year terms, no more than six in a row.
Federation director	Earned through TBC's investment in the Federation	TBC holds 6 director seats and 1 revenue seat in FY27. Each director is assigned to a Beef Checkoff advisory committee.
Federation Executive Committee	Any state beef council giving 10% or more of the Federation's Beef Checkoff contributions earns one seat	TBC's revenue seat serves on the Executive Committee.
USMEF director	Represents TBC	TBC holds 1 seat with multiple votes based on our investment in FY27.

National Beef Checkoff committees

About 20 CBB members, about 20 Federation members, and 7 state beef council executive officers serve on the national committees. They meet twice a year:

1. **CattleCon** — set strategic direction
2. **Summer Business Meeting** — review and score authorization requests.

The five program committees are Consumer Information, Industry Information, International Marketing, Promotion, and Research. CBB advisory committees, the Evaluation Committee, and BPOC complete the structure.

6. The Annual Cycle (Fiscal Year Oct 1 - Sept 30)

Every year, TBC Directors plan against the TBC Long Range Plan, approve a budget, invest in national programs, and account for every dollar. The steps below run in this order.

1. **Plan -** Directors set goals, objectives, and budget priorities against the Texas Long Range Plan. The Marketing and Beef Resources advisory committees help set program and budget priorities and review prior year program evaluations.
2. **Budget -** The Audit & Budget Committee recommends a statewide annual budget, and the Board adopts it.
3. **Invest nationally -** TBC returns the Federation Investment Form with its projected investment. TBC executes contracts with the Federation and the US Meat Export Federation to clarify voluntary investment.
4. **Collect and remit every month -** $1 per head on cattle transactions is collected and sent to TBC by the 15th of the month after the sale. TBC sends CBB $0.50 of each federal dollar collected by the last day of the month it receives the funds.
5. **Join national planning -** Texans on national committees set strategic direction at CattleCon and score authorization requests at the Summer Business Meeting.
6. **Review progress -** The Audit & Budget Committee reviews interim financial statements and reports year-end activities and finances to the Board.
7. **Audit -** An independent auditing firm audits TBC at least once a year. TBC provides CBB with an annual report of all activities.
8. **Review the EVP -** The Executive Committee reviews the Executive Vice President each year and sets the EVP's pay.
9. **Seat leaders -** The Nominating Committee presents the Executive Committee slate for Board election, and the Chairman appoints the Audit & Budget Committee for Board approval.

7. Rules Every TBC Director Must Know

These rules come from the Beef Promotion and Research Act, the Order, and TBC's position descriptions. The U.S. Secretary of Agriculture may fine a violation of the Order up to $5,000, and federal courts can enforce it (Act §9).

Rule	What it means for you	Source
No lobbying	Beef Checkoff funds may never be used to influence government action or policy. The only exception is recommending amendments to the Order.	Act §5(10); Order §1260.181(b)(7)
No attacks on competing products	Funds may not pay for plans or projects that use unfair or deceptive claims about the quality, value, or use of a competing product.	Order §1260.181(b)(7)
Producer data stays confidential	Assessment reports and records are confidential. Only people who need them to run the program may see them, not CBB members or other producers.	Order §1260.203
One assessment per sale	Producers pay $1 per head once per sale. It goes to the state beef council where the cattle were located at sale.	Order §1260.172(a)(5)
Producer credit	Producers who contribute to a qualified state beef council get credit of up to 50¢ per head toward the $1.	Act §5(8); Order §1260.172(a)(3)
Deadlines	Buyers remit by the 15th of the month after the sale; TBC remits CBB's share by the end of the month it receives the funds. Late assessments grow 2% per month.	Order §§1260.172, 1260.175, 1260.181
Books and records	Account for every dollar received and spent; records must be open to the Secretary for inspection and audit.	Act §5(7)
Attendance	If you can't attend a Board meeting, tell the Chairman or EVP in advance.	Director position description
Executive Committee actions	Anything the Executive Committee does between meetings must be ratified at the next Board meeting.	Executive Committee position description
Speak with one voice	Once the Board adopts a policy or program, support and defend it.	Chairman position description

8. Reference Library

The full governing documents follow as appendices. Sections 1–8 summarize them; these are the official text.

Appendix	Document
A	Long Range Plan 2026–2031
B	TBC FY27 Plan & Budget
C	FY27 TBC Officers and Committees
D	TBC Directors in National Leadership Roles
E	Advisory Committees
F	Job Descriptions - Director - Chairman - Executive Committee - Audit & Budget Committee - Advisory Committee
G	MOA with BPRCT
H	TBC Bylaws
I	National Beef Checkoff Committees
J	2027 Federation Investment Schedule
K	Beef Promotion and Research Act of 1985
L	Beef Promotion and Research Order
M	Conflict of Interest Policy
N	CBB Members from Texas
O	How to Become a CBB Director
P	How to Become a Member of the BPOC