

Vol. XXXIII, No. 3
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U.S. Department of Education
March 2003

#### DATES TO REMEMBER

March		
	3-5	National Postsecondary Agricultural Student Organization (PAS) Board of Directors meeting, Indianapolis
	5-8	National Postsecondary Agricultural Student Organization (PAS) Conference, Westin Hotel, Indianapolis
	21	National Agriculture Day
May		
	15	FFA dues and membership rosters due, FFA Center

#### WHAT'S HAPPENING AT FFA

Celebrate our agricultural heritage during National Agriculture Day, March 21. Join the Agriculture Council of America and its supporters in recognizing the significant impact the agricultural industry makes on our world. Marking its 30th Anniversary this year, the purpose of National Ag Day is to promote an understanding and appreciation for the food, fiber and natural resources industries. It's a terrific opportunity to highlight agricultural careers, form partnerships with local agribusinesses, educate students on industry developments or promote agricultural literacy in your local community! Visit www.agday.org <a href="http://www.agday.org">www.agday.org</a> to find helpful tips, tools and strategies for promoting our shared agricultural heritage.

Have you ever wanted to tailor a presentation about FFA and Ag Ed to fit your specific marketing needs? Here's your chance. Introducing *Opening Doors* - powerful educational resources created just for you!

**Opening Doors** has several components-a printed brochure, matching letterhead, template letters and PowerPoint presentations. Each of the tools has been designed to complement the others with a consistent tone, look and feel. As individual materials, they powerfully communicate the story of FFA and agricultural education. Used together, they convey a message that is magnified and strengthened. Take advantage of these beneficial materials to build new relationships and strengthen existing partnerships.

Each state staff member and chapter should have received a sample of the *Opening Doors* printed materials. If your sample has not yet arrived, please contact Nicole Bishop, <a href="mailto:nbishop@ffa.org">nbishop@ffa.org</a> <a href="mailto:nbishop@ffa.org">mailto:nbishop@ffa.org</a>. Online materials can be downloaded at <a href="mailto:http://www.ffa.org/chapters/html/opendoors.html">http://www.ffa.org/chapters/html/opendoors.html</a>. Brochures can be ordered at <a href="mailto:http://www.ffaunlimited.org/opdoorbroc1.html">http://www.ffaunlimited.org/opdoorbroc1.html</a>.

**2003 National FFA Officer Candidates:** The 2003 National Officer Candidate Application is now available as an electronic form on the State Guide to FFA Activities

and the "Guide to the National FFA Officer Selection Process." An e-mail was sent to each state with the private link to the guide. It contains information used during the 2002 selection process along with study references, past written exams and writing exercises. All applications must be submitted in hard copy format by Aug. 1, 2003. Contact: Kelly Horton, 317-802-4248, <a href="mailto:khorton@ffa.org">khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> or Kim Henry, 317-802-4362, <a href="mailto:khorton@ffa.org">khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> or Kim Henry, 317-802-4362, <a href="mailto:khorton@ffa.org">khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> or Kim Henry, 317-802-4362, <a href="mailto:khorton@ffa.org">khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">khorton@ffa.org</a> <a href="mailto:khorton@ffa.org">mailto:khor

Washington Leadership Conference: Start planning your trip to Washington, D.C.! There will be six weeks of the Washington Leadership Conference instead of seven this year. The dates are June 3-8, June 10-15, June 17-22, June 24-29, July 8-13 and July 15-20. This year's conference will consist of a brand new curriculum with high levels of service learning, mentoring and volunteerism strategies, problem-solving skills, relationship building skills and character development. The premier FFA leadership conference is shaping up to be the best yet! There will be a chapter mailing in late February. For information, e-mail wlc@ffa.org <mailto:wlc@ffa.org or call 317-802-4312.

**Chapter certificate changes:** In future correspondence with your local schools, please guide the local FFA advisor to the Teacher Workroom or the Agriscience page on ffa.org for the following message: Due to a misprint in the chapter certificates, the Agriscience certificate header is missing. If you are in need of a chapter Agriscience certificate, Contact: Christy McDaniel, <a href="mailto:cmcdaniel@ffa.org">cmcdaniel@ffa.org</a> <a href="mailto:mailto:mcdaniel@ffa.org">mailto:mcdaniel@ffa.org</a>, 317-802-402, or Rosalie Hunsinger, <a href="mailto:rhunsinger@ffa.org">rhunsinger@ffa.org</a> <a href="mailto:rhunsinger@ffa.org">mailto:rhunsinger@ffa.org</a>, 317-802-4255.

National delegate process site added to ffa.org: State leaders and delegates can now review action on 2002 committee reports and start planning for the 2003 delegate processes. There are a few significant changes in the process this year regarding the collection and submission of issues and the scheduling of delegates at the national FFA convention. For full details, visit: http://www.ffa.org/convention/html/del\_info.html. Contact: Seth Derner, <a href="mailto:sderner@ffa.org">sderner@ffa.org</a> <mailto:sderner@ffa.org</a>, 317-802-4413.

Become a New Century Farmer: Pioneer and FFA believe the time has never been better to be an American farmer, and they are pleased to offer a powerful program that can help young farmers pave the way to success. If selected as a New Century Farmer, students will participate in an all-expense paid educational conference, July 15-18, 2003. This is not a monetary scholarship, nor is there a cash award. During the seminar, participants learn how farmers can profit from value-added products, the use of technology, new farm business opportunities and business alliances with other producers. They also learn ways to overcome common challenges faced by young farmers, and they grow personally and professionally, as well as network with classmates.

Candidates must 1) be currently enrolled or a recent graduate of a two- or four-year college or university; be between the ages of 19-22 (must be 19 by March 1, 2003); 2) have had experience in the field of production agriculture; 3) demonstrate preparation for returning to the career of farming through work experience, training or other activities including but not limited to academic classes, FFA and/or SAE projects; and 4) have chosen farming as a career. Candidates need not be FFA members. Applications are due Feb. 21, 2003 and are available at http://www.ffa.org/programs/ncfarmer/index.html. Contact <a href="mailto:ncfarmer@ffa.org">ncfarmer@ffa.org</a> for an electronic application, or see the attached application.

The New Century Farmer Conference is sponsored by Pioneer Hi-Bred International, Inc. and DuPont Crop Protection as a special project of the National FFA Foundation.

**Supervised Agricultural Experience Internship:** The National FFA Organization is seeking applications from qualified individuals interested in a four- to eight-week summer internship at the National FFA Center in Indianapolis. One position will start on or shortly after June 1, 2003 and end in mid-August, while the second is for the month of July. For more information see job opportunities posted on the FFA website. <a href="http://www.ffa.org/careers/jobs/html/saeintern.html">http://www.ffa.org/careers/jobs/html/saeintern.html</a>.

Final days of FREE shipping on Internet orders: Order your banquet supplies now! FFA is offering free shipping on all Internet orders of \$175 or more from now through March 15. Once you've placed your merchandise order of \$175, just enter the coupon code "FREESHIP" at check out. Please pass this special offer on to your chapters so that they can take advantage of this special promotion. Please note: Free shipping only applies to regular shipping costs.

**75th Anniversary Medallion giveaway**: FFA will give away a 75th anniversary medallion FREE with every Internet order of \$250 placed between March 16 and April 15. Once you've placed your order, just enter the coupon code "75TH" at check out. Please pass along this special offer to your chapters so that they can take advantage of this special promotion.

#### NATIONAL FFA CONVENTION NEWS

Convention *Proceedings* is now available: Relive the excitement, pride and energy of the 75th National FFA Convention through *Proceedings*. Congratulations to all of the members, advisors and FFA supporters featured on its pages. Printed versions of the full publication have been mailed to chapters and state staff. In addition, it can be viewed online at www.ffa.org/proceedings/index.html ≤http://www.ffa.org/proceedings/index.html ≥. Download and print sections for award finalists and classroom use. Contact: Nicole Bishop, <a href="mailto:nbishop@ffa.org">nbishop@ffa.org</a>

**Constitutional amendments to be considered by delegates:** During the January 2003 meeting of the National FFA Board of Directors, it was determined that several constitutional amendments should be considered by the delegates to the 2003 National FFA Convention in Louisville, Ky., in October 2003. Information outlining the proposed amendments is attached.

**National FFA Convention in Indianapolis in 2006:** During the National Agricultural Education Inservice in February, Bob Heuvel, site selection committee chair, shared information regarding moving the convention from Louisville, Ky., to Indianapolis in 2006. Please review the attached document for more information.

#### **COMPETITIONS**

<mailto:nbishop@ffa.org>.

**2003 CDE Rules and Procedures clarifications:** Please review attached National FFA Career Development Event (CDE) Update Report: This report will explain event rules and procedure updates that will impact the 2003 national FFA CDEs. This report also contains information that will be implemented at the 2004 National FFA Convention.

**2003 CDE deadlines announced:** Deadlines have been set for the 2003 National FFA CDEs; all items are due to the FFA Center by the dates indicated. A copy of all forms listed below can be found in the 2003 State Guide. They are as follows:

June 1 - Team declaration forms due

July 10 - Team certification forms and certification fee due (\$25 per team, excluding dairy handlers)

- Waiver forms due (Please include with certification forms)
- Special assistance requests due (Contact: Alyssa Peterson, <u>apeterson@ffa.org</u> ≤mailto:apeterson@ffa.org≥
  - 317-802-4263)
- State assistants/volunteers forms due- State speaking judges forms due (delete extra vertical space here)

Aug. 15 - Prepared public speaking manuscripts due

Sept. 15 - Agricultural communication portfolios due

- Agricultural issues portfolios due
- Job interview portfolios due
- Marketing plan portfolios due

Oct. 1 - Late membership payments and \$25 processing fee due (for qualification)

Oct. 15 - Add/Delete forms due

**T-Shirt design contest:** There's still time to submit your favorite T-shirt design for the Second Annual FFA Chapter T-shirt Design Contest. Last year, FFA reviewed more than 160 submissions from 73 chapters and selected five designs to sell. As of Feb. 25, 2002, the five winning chapters had earned more than \$2,089 and the top chapter alone has received more than \$725 from their share of the profits-with more than six months left in this fiscal year! The deadline to enter the contest is March 14, 2003. Winning designs will be featured in the 2003-2004 National FFA Blue catalog and online store. Chapters will earn 50 percent of the gross profits on the catalog sales for one year. Send designs to Dawn Sharp, National FFA Organization, 6060 FFA Drive, Indianapolis, IN 46268. For more information, visit ≤http://www.ffa.org/chapters/html/tshirt\_contest.html≥, Contact: Dawn Sharp, dsharp@ffa.org <mailto:dsharp@ffa.org≥, 317-802-4271.

#### **EDUCATOR NEWS**

**2003 BLAST OFF**: The 2003 BLAST OFF program is being finalized, and information packets will be mailed soon. BLAST OFF, sponsored by Cargill and Dow Agrosciences, LLC as a special project of the National FFA Foundation, is the first step in completing the FFA state officer continuum. The following people have been selected as 2003 BLAST OFF trainers: Kimberly Anderson, Jim Cant, Jennifer Edwards, ShanRae Hawkins, Jason Lacey, Andrew McCrea, Brad Montgomery, Amy Nicol and Matthew Wolters. For additional information on the program, contact Tami LaMar, <a href="mailto:tlamar@ffa.org">tlamar@ffa.org</a> <a href="mailto:damar@ffa.org">mailto:tlamar@ffa.org</a>, 317-802-4238 or April Pruet, <a href="mailto:apruet@ffa.org">apruet@ffa.org</a> <a href="mailto:apruet@ffa.org">mailto:apruet@ffa.org</a>, 317-802-4256.

**2003 WLC Staff Announced:** Staff members for this summer's Washington Leadership Conference have been selected. They are: Rick Henningfeld, Kirk Maag, Josie Noah, Kevin Richards, Jon Sellenrick, Abby Spruill, Audrey Stockhoff, Sarah Swenson, Marty Tatman, Juleah Tolosky, and Cara Wiese. Carrie Harp and Robin Niehaus have been

selected as assistant managers for the conference. For additional information on the program, contact Andy Armbruster, <a href="mailto:aarmbruster@ffa.org">aarmbruster@ffa.org</a> <a href="mailto:mailto:aarmbruster@ffa.org">mailto:aarmbruster@ffa.org</a>, 317-802-4309.

**Education resources available:** DuPont is interested in being a resource for educators and their students on topics related to biotechnology. DuPont's website offers information in both English and Spanish on the science behind biotechnology as well as the regulatory structure and other important aspects. The site also includes links to other resources. Anyone is welcome to visit the site at ≤http://www.dupont.com/biotech/≥, or DuPont can be contacted toll free at 1-877-333-1027.

WLC Program task force plans for online instruction: In February, state leaders, FFA members, local teachers and an alumni representative met to discuss plans and articulate the vision for the yearlong, online program available to Washington Leadership Conference participants starting in 2003. The online program will continue to help student leaders solve problems, develop character, make healthy choices, build relationships and lead others through service. Thanks go to task force members Kent Boggs, Donelle Johnson, Donna Moore, Jamie Cano, Norman Gay, Steve Brown, Mark Zimmerman, Carrie Harp, Jon Sellenrick and Jason Lacey. The development of the WLC online program is being made possible by a grant from the Youth Smoking Prevention group of Philip Morris as a special project of the National FFA Foundation. Contact: Seth Derner, sderner@ffa.org <mailto:sderner@ffa.org>, 317-802-4413.

LifeKnowledge lessons being test piloted across the U.S.: Instructional lessons, part of the "LifeKnowledge, Real lessons for real life" initiative, are now being test piloted. Lesson authors as well as more than 150 agriculture teachers in middle or secondary school settings are teaching more than 200 lessons about leadership, personal growth and career success. Each lesson is being taught by three different teachers (varied by location, type of program and experience in teaching), and is being evaluated by teachers and students. Evaluations will be collected and shared with authors as they make final revisions on lesson plans.

The three sets of materials - middle school, high school and advanced high school - will be completed by June 1, 2003, and production of the lessons on CD will be completed by fall of 2003. Thanks go to all who nominated teachers to test pilot materials. Every effort has been made to contact each teacher nominated. Additional requests to locate correct e-mail addresses may be made in the next week as a small number of teachers will be needed to review supplementary materials. For information on the development process of the LifeKnowledge instructional materials, contact Seth Derner, <a href="mailto:sderner@ffa.org">sderner@ffa.org</a> <a href="mailto:

#### **COLLEGIATE NEWS**

PAS Conference: Members attending the 2003 National PAS "Partners in Excellence" conference will have an opportunity to participate in the following career program area competitions: Ag Machinery Service Technician, College Bowl, Crops Specialist, Dairy Specialist, Employment Interview, Equine Science, Livestock Specialist, Ornamental Horticulture/Landscape Management, Planning for Progress, Soil Science Specialist and Impromptu/Prepared Public Speaking. To learn more about the various events and competitions, please visit the PAS website, www.ffa.org/aero/pas/index.html

\_http://www.ffa.org/aero/pas/index.html\_. For information about the conference, contact Jim Piechowski, 317-802-4214 or Kristy Miller, 317-802-4220, pas@teamaged.org \_mailto:pas@teamaged.org \_.

#### **STATE STAFF NEWS**

Nominations for judges being accepted: The National FFA Organization is accepting nominations for judges for the Agricultural Proficiency Awards, Star Awards, Agriscience Awards and National Chapter Awards at the 2003 National FFA Convention in Louisville, Ky., this fall. The Agricultural Proficiency and the Star Awards judging will take place Thursday, Oct. 30, 2003. All of the judges will be invited to an awards luncheon on that day. The Agriscience Awards will be judged Wednesday, Oct. 29 and Thursday, Oct. 30. National Chapter Awards, Models of Innovation awards will be judged Wednesday, Oct. 29. We are not able to cover any expenses for the judges. Nominations can be submitted on the attached and should be mailed to Rosalie Hunsinger, National FFA Organization, P.O. Box 68960, Indianapolis, IN 46268-0960 or faxed to her at 317-802-5255.

#### INTERNATIONAL HAPPENINGS

**FFA International Opportunities Available:** FFA Global offers students and teachers the opportunity to explore global agriculture through programs that teach about the values, traditions, lifestyle and agriculture of other countries as compared to the United States. Students and teachers can participate in a variety of experiences ranging from educational travel seminars and host family stays to interactive website demonstrations. FFA Global offers new opportunities to travel and learn, while developing programs and opportunities to increase awareness of agricultural education in other countries.

The National FFA Organization currently operates two outbound international programs for students, the International Leadership Seminar for State Officers (ILSSO) and the Costa Rica Proficiency Travel Seminar for national proficiency award finalists.

The National FFA Organization also provides information and links to outside coordinators and universities that provide outbound opportunities for students and teachers to participate in international activities. The national FFA organization does not coordinate these programs and is not responsible for the selection and management of participants of such programs. More information on international opportunities for students and teachers can be found online at www.ffa.org/programs/global/index.html <a href="http://www.ffa.org/programs/global/index.html">http://www.ffa.org/programs/global/index.html</a>.

FFA Global leadership training available online! FFA Global is looking for agriculture instructors interested in exploring agriculture in our exciting, online learning program about global agriculture. A "real world" storyline allows students to learn about global agriculture and U.S. policy as they follow the lives of two fictional FFA members as they travel to Moldova, Honduras and Ethiopia. Several chapters are already using the program. If you are interested in learning more about this project, contact FFA Global at 317-802-4309 or <a href="mailto:global@ffa.org">global@ffa.org</a> <a href="mailto:global@ffa.org">mailto:global@ffa.org</a>. Visit the FFA Global Leadership Scenarios site at <a href="mailto:http://www.ffa.org/scenarios/">http://www.ffa.org/scenarios/</a> > today!

International Agricultural Education Summer Institute 2003: The Center for the Study of Global Change at Indiana University, Purdue University's School of Agriculture,

the Indiana FFA Association, Indiana University's African Studies Program, the Center for International Business Education and Research and Russian and East European Institute are pleased to announce a one-week institute on International Agriculture and Global Food Security. The objective of this program is to introduce agriculture issues to high school agriculture teachers and university agricultural education majors. The program will emphasize pedagogical development and provide information on a wide range of global agricultural problems for incorporation in high school curriculum and individual lesson plans. The program will address three major themes: the state of international agriculture, the development of global agribusiness, and the roles of food in international security. The IAE Summer Institute will take place at Indiana University in Bloomington, Ind., July 13-19, 2003. The cost of the institute is \$350. For those wishing to apply for graduate credit through Purdue, Professor Mark Balschweid will be the contact. Financial assistance is available. For more information visit: www.indiana.edu/~global/iaeinstitute.html <a href="http://www.indiana.edu/~global/iaeinstitute.html">http://www.indiana.edu/~global/iaeinstitute.html</a>.

International teacher opportunities available: Competitive scholarships are available for agriculture teachers to participate in an international experience through EARTHWATCH. The scholarships are available for use in 2003. EARTHWATCH is a research organization with international expeditions throughout the world. Expeditions take place throughout the year. Participants receive scholarships of up to \$1500 to cover a portion of the expedition costs plus membership to EARTHWATCH. Applications are being accepted and are available online at www.ffa.org/programs/global/ <a href="http://www.ffa.org/programs/global/">http://www.ffa.org/programs/global/>.</a>

#### PREVIOUSLY REPORTED IN *UPDATE*

**UPDATE** is also available at www.ffa.org/news/html/ffapubsindex.html#update <a href="http://www.ffa.org/news/html/ffapubsindex.html#update">http://www.ffa.org/news/html/ffapubsindex.html#update</a> each month. Attachments are available online.

#### The FFA Mission

FFA makes a positive difference in the lives of students by developing their potential for premier leadership, personal growth and career success through agricultural education.

#### The Agricultural Education Mission

Agricultural Education prepares students for successful careers and a lifetime of informed choices in the global agriculture, food, fiber and natural resources systems.

The National FFA Organization is a resource and support organization that does not select, control or supervise state association, local chapter or individual member activities except as expressly provided for in the National FFA Organization Constitution and Bylaws.

The National FFA Organization affirms its belief in the value of all human beings and seeks diversity in its membership, leadership and staff as an equal opportunity employer.

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#### Julie J. Adams

**Communication Specialist**National FFA Organization

Phone: 317-802-4225 Fax: 317-802-5225

6060 FFA Drive, Indianapolis, IN 46268 www.ffa.org <a href="http://www.ffa.org">www.ffa.org</a>

FFA makes a positive difference in the lives of students by developing their potential for **premier leadership**, **personal growth** and **career success** through agricultural education.

#### National FFA Organization Career Development Update Report 2003 National Ag-Ed Inservice February 6-9, 2003 Indianapolis, Indiana

This report is a summary of clarifying updates to the 2001-2005 Career Development Event rules and procedure handbook as recommended by the CDE and Awards Advisory Committee and approved by the National FFA Board of Directors January 24-25, 2003. These changes will be implemented at the 2003 National FFA Convention. Updated rules and procedures will be available on the 2003-2004 Local Program Success Resource CD-ROM, as well as posted on the National FFA Web Site as of March 15, 2003.

#### **Career Development Events**

The following points of clarification will be added to the CDE rules and procedures for implementation at the 2003 convention:

#### Agricultural Issues Forum:

- 1) Addition of Biotechnology as a topic area. Page 26 CDE Handbook, section lll-3, add an item "h" Biotechnology.
- 2) 5-point deduction to be added to the current scorecard. Deduct 5 points from the total score of any team that draws a conclusion supporting a pro or con viewpoint. The intent and purpose of this event is for the audience to draw their own conclusions from the materials presented regarding the issue.
- 3) Addition of a Professional Standard Statement: Add the following as a new item to page 25 of the CDE Handbook, Section II, Event rules:
  - 1. The purpose of the agricultural issues forum is to present a current issue to a public audience. Therefore, professional ethics and standards are to be considered. Ignoring truthful information, falsifying needed information, using unreliable sources and plagiarism are violation examples.

#### Dairy Cattle Handlers:

Limit States to 1 handler per year. Limiting the number to one handler per state will provide the participants' with the opportunity to demonstrate their dairy cattle handling abilities and enhance the overall experience of participating in the National FFA Dairy Handler's Activity. Optimum number of dairy handlers is 29 participants per year however this activity can be successful with less than 29 handlers.

#### Job Interview:

Eliminate second phone interview for final round. Use the phone interview score from preliminary round on final round scorecard. The event officials and judges have identified this portion of the event as redundant.

#### Livestock:

Eliminate swine grading beginning with the 2003 event. Supported by input from industry, USDA inspectors, college level instructors and agriculture education teachers.

## Additional information, procedure and policy changes to 2001-2005 CDE Handbook:

- 1. Disqualification of Participants: CDE participants who start and event and do not complete the event with out notifying event officials at the time of departure will be disqualified. This may have an effect on the overall team rank and position.
- 2. National FFA Staff and CDE Superintendents will use the published rules and procedures to organize and implement the events on an annual basis. Event activities may not be conducted due to lack of necessary materials, expertise or extreme impact to event budgets. Teams that qualify to compete will be mailed the current format for the specific event in a team orientation packet prior to the convention that they have qualified for and will complete in.
- 3. All special needs requests and appropriate documentation as outlined in the special needs request procedure must be submitted with appropriate CDE certification form by certification deadline. (This procedure will be published and sent to all state staff prior to the July certification deadline.)
- 4. CDE Superintendents Replacement:
  - Agriculture Mechanics: Dr. Joe Muller
  - Environmental / Natural Resources: Ms. Gwen Necaise
  - Prepared Public Speaking: Mr. Dustin Devries

#### CDEs and Award 2006-10 Review and Revision Process

Every five years, FFA award and recognition programs are reviewed to keep them closely aligned with instructional relevance, current technology, industry practices and the mission, vision and strategic direction of Agriculture Education and the National FFA Organization. This spring, we are beginning another round of this ongoing review process. The primary purpose of the revision process is to assist in answering the following question: "How can the National FFA Organization be an integral part of agricultural education in support of student achievement through its CDEs, Awards and Recognition programs?" Rather than concentrate on structural changes to award programs, we want to focus on local program success and strategies to assist teachers and state leaders in increasing student involvement through these awards and events

Our immediate need is for volunteers to serve on one of three subcommittees evaluating career development events (CDEs), chapter/individual recognition or supervised agricultural experience (SAE)/proficiencies. We anticipate holding 1-2 meetings for each subcommittee in Indianapolis during this next year. If you are interested in devoting your time and expertise to this revision process, please contact Anna Melodia at (317) 802-4224 or amelodia@ffa.org.

As the committees begin their review process, the National FFA Organization will keep you upto-date with the progress and status of the committees and the project timeframe.

## Operational procedure changes to impact the 2004 National FFA Career Development Event.

The deadline for submission of liability waivers will be the same as the deadline for submitting certification forms. All liability waiver forms must be attached to the appropriate certification form when submitted to National FFA or processing. National staff recommends that this process be adopted by state staff and be put into operation during the certification process for the 2003 National FFA Convention.

#### CDE Certification Check List:

The attached form has been developed to assist State Staff as they prepare the CDE Certification Forms. This form is for State Staff use and is not intended to be submitted with certification forms.

#### **National FFA Career Development Event Certification Check List:**

	Yes	No
All participants at time of selection were:		
• A high school member in grades 9-12. With the		
exception of the creed speaking participants who could		
have qualified as a 7 <sup>th</sup> , 8 <sup>th</sup> or 9 <sup>th</sup> grade member.		
While in school be enrolled in at least one agriculture		
course during the school year or follow a planned		
course of study as outlined in the National FFA		
Constitution.		
<ul> <li>Active member with all national dues paid at time of</li> </ul>		
qualification.		
Members selected have not participated in that event, in which		
they are certifying for on the national level in prior years.		
Members are only participating in one event at the national		
level during this year.		
Each event certification form has the correct number of		
members entered. (Participants can not be added unless		
there is member to delete)		
Membership identification numbers are supplied for each		
member.		
Teams have been selected at a state or interstate career		
development event since the last National FFA Convention		
Processing/Certification Fee for each team certified has been		
paid to the National FFA Organization, with the exception of		
the Dairy Handler's Activity (no fee necessary for this		
activity).		
Liability Waiver Forms have been completed and are attached		
to the appropriate CDE certification form.		
Special need request(s) with appropriate documentation is		
attached to appropriate certification form.		
All forms have the appropriate state staff, teacher and or		
student signatures.		
All forms have correct school name and address		
All forms have publicity contacts with complete address.		

#### State Staff must be able to answer Yes to all items above.

<sup>\*</sup>Add/Delete forms will be accepted at the National FFA Center provided they arrive prior to ten working days before convention. Add/Delete forms will be processed provided that the members meet eligibility requirements and have appropriate liability waivers attached. Special needs requests if necessary must also be attached.

<sup>\*\*</sup>On Site Add/Delete Forms: Are used to change team members during the 10 working days prior to convention and up to 1 hour prior to the coaches meeting for each event. Teachers will need to obtain these forms at the CDE registration desk at the convention facility. Teachers must supply liability waiver forms for all members added using the on site add/delete process. Membership and eligibility will be checked on all members added using the on site add/delete process. Members not meeting eligibility requirements will be disqualified. In some cases this will also disqualify the entire team.

## Pioneer Hi-Bred International, Inc. & the National FFA Organization present

# 2003 New Century Farmer Conference Application



#### **Purpose**

Pioneer and FFA think the time has never been better to be an American farmer, and are pleased to offer a powerful program that can help young farmers pave their way to success. This informative four-day conference features industry leaders sharing the latest in cutting edge technology and best management practices as well as tours and opportunities to network. The New Century Farmer Conference is sponsored by Pioneer Hi-Bred International, Inc., and DuPont Crop Protection as a special project of the National FFA Foundation.

#### The Program

If selected as a New Century Farmer, you will participate in an all-expense paid educational conference, July 15 - 18, 2003. This is not a monetary scholarship, nor is there a cash award. During the seminar, you will:

- Learn how farmers can profit from value-added products, the use of technology, new farm business opportunities and business alliances with other producers
- Learn ways to overcome common challenges faced by young farmers and grow both personally and professionally
- Network with classmates a group of extraordinary young men and women, who are excited about pursuing farming as a career.

#### Selection Criteria

Selections will be made based on the following criteria:

- 1. Candidates must be currently enrolled or a recent graduate of a two or four-year college or university, must be between the ages of 19-22 (must be 19 by March 1, 2003) and have had experience in the field of production agriculture.
- 2. Candidates demonstrate preparation for returning to the career of farming through work experience, training or other activities including but not limited to academic classes, FFA and or SAE projects.
- 3. Candidates have chosen farming as a career.

#### **Deadline**

Applications must be **postmarked and typed** no later than **February 21, 2003**. All candidates will be notified by April 1, 2003 of their selection status.

Return completed applications to:

National FFA Organization New Century Farmer Program c/o April Pruet P.O. Box 68960 Indianapolis, IN 46268-0960

Toll-Free Number: 1-888-332-2668

## **2003 New Century Farmer Conference Application**



Name:	
Gender: male female	Birth date: (month/ date/ year):/ /
Street Address (home):	
City: State:	Zip: County:
E-mail Address:	Access to Internet?  YES NO
Phone Number (home): (	Fax (home - if applicable): (
College Information	
School Name (if applicable):	
School Address:	
City: State:	Zip: County:
Phone Number (school): (	
4-yr. college 2-yr. college	other:
☐ freshman ☐ sophomore	☐ junior ☐ senior
Major/Program:	
Career Goal:  ag. busines	ag. teacher/education
Farm Information	
I currently farm with/by (check all that apply):  myself grandparents aunts/	ts
Type and number of acres of each crop grown.	Type and number of livestock/poultry raised:
	/Number
/Acres	
/Acres	/Number
	ication is true, accurate and complete. I hereby mation in this application with the exception of the
	, ,
*STUDENT SIGNATURE	DATE

<sup>\*</sup>If submitting an electronic application please type in your name and the current date.

#### **Other Information**

Where or from whom did you learn about the New Century Farmer Program?  Pioneer sales representative  DuPont Crop Protection representate  Agriculture teacher/ professor  Past New Century Farmer participant  New Horizons magazine  Successful Farming magazine  Other:  Other:	ive
f selected, you will receive a New Century Farmer polo shirt. Please indicate your shirt-size:	
Answer the following questions thoroughly. Some answers may require one or two sent thers a full paragraph. This application will be reviewed by a panel of farmers and epresentatives from FFA, DuPont Crop Protection and Pioneer Hi-Bred International, In valuate how well you demonstrate the three criteria outlined on the application cover p	nc. to
. Why did you choose farming as your career?	
Describe your achievements, accomplishments, and or work experience that led to or contributed to your farming career. (What steps have you taken to date to become a New Farmer?)	Century

3.	De	scribe your role in the following aspects of your operation. (Some may not apply.)
	a.	planning
	b.	day-to-day operations
	c.	marketing
	d.	financing
	e.	personnel management
	f.	technology use
	g.	other

4. What personal strengths do you contribute to the operation of the farm?

_	Describe your rigins for your form to be grosseful. (What is your business alone?)
5.	<b>Describe your vision for your farm to be successful.</b> (What is your business plans?)
6.	Describe the personal, educational and additional career goals you would like to achieve in the next five years.
7.	What are the two or three potential barriers to reaching these goals?

#### Communicating About the 2006-2012 National FFA Convention Site Selection Process February 7, 2003 -FAQ-

As most of you know, the National FFA Board of Directors and National FFA Officers have selected Indianapolis to host the 2006-2012 national FFA conventions. To help you address questions or comments, please review carefully the following information and guidelines. It is important that we communicate clearly and in a way that does not detract from the success and excitement of three remaining national conventions in Louisville, particularly the next year of continuing of 75th anniversary celebration.

#### I. The Facts

- FFA will hold the 2006-2012 National FFA Conventions in Indianapolis.
- The board voted to extend the 5-year contract period to 7 years, following a recommendation by both Indianapolis and Louisville.
- The main convention sessions will be held in Conseco Fieldhouse arena.
- The recommendation of Indianapolis by the convention site selection committee and the decision by the board and officers to approve that recommendation were both unanimous.
- Serving on the convention site selection committee were Bob Heuvel (chair), state supervisor of agricultural education and FFA board member, California; Vicki Lantz, agriculture teacher and FFA board member, Pennsylvania; Steve Zimmerman, state supervisor of agricultural education and FFA board member, North Dakota; Angela Browning, past national FFA officer, California; and Jennifer Edwards, past national FFA officer, Alabama.

#### **II.** Guidelines for Communications

- FFA <u>will not</u> release specific information about the bids out of respect for the cities' need to preserve confidentiality in the competitive negotiation process.
- FFA will not seek to highlight or promote Indianapolis as a convention site, but will instead focus on successfully staging the three remaining conventions in Louisville, including the continuing anniversary celebration in 2003.

#### III. Key Messages

These messages should be included as appropriate when discussing or communicating about the convention site selection:

- The decision was based on providing the best service and educational value to students and teachers in the years under consideration.
- A committee, appointed by the National FFA Board of Directors, representing FFA and agricultural education conducted the site selection process.
- The cities were evaluated using a "scorecard" with criteria developed by teachers, students and state staff.
- All cities had strong assets and advantages, and each was capable of providing exceptional service and support.
- FFA is grateful for the support and hospitality received from Columbus, Indianapolis, Louisville and Nashville.
- While no one city involved in the bidding process scored "best" in every category, FFA believes Indianapolis represents the most balanced approach to meeting its needs in the years under consideration.
- Selection of the location for the national FFA convention is a board issue, and does not require action by the delegates.
- Louisville will continue to host the convention through the end of its current contract in 2005.
- FFA looks forward to an exciting and successful 76th National FFA Convention this October in Louisville.

#### **IV.** Potential Questions (FAQ)

- 1. Why is FFA moving its convention?

  Based on the information available today, FFA has selected the site it believes will provide the greatest service and educational value for its members and teachers in the years 2006-2012.
- 2. What cities were considered?

  The four finalist cities bidding on the convention were Columbus, Ohio;
  Nashville, Tennessee; Louisville, Kentucky; and Indianapolis, Indiana.
- 3. What is the value of this convention agreement?

  The annual financial impact of the national FFA convention is estimated to be \$25-30 million.

4. If the Indianapolis was the choice over Louisville in 2002, why wasn't it selected for the 1998 convention?

Since 1998 Indianapolis has added Conseco Fieldhouse, 120,000 square feet to the Convention Center, a 600 room Marriott hotel connected to the Convention Center and nearly 3,800 hotel rooms.

5. Won't it be more expensive for FFA to hold its convention in the larger city of Indianapolis?

When all related expenses are considered, it will actually be less expensive to attend and hold the national FFA convention in Indianapolis.

6. There is no tax exemption for hotel rooms in Indiana. Has this additional cost been considered?

Yes, even with the room sales tax charge, the cost for attendees in Indianapolis will be less than any of the cities bidding.

- 7. Who created the scorecard used to evaluate the cities?

  Teachers, students and state FFA officials were asked to suggest criteria and priorities to construct the site evaluation scorecard. From those criteria and priorities the National FFA Board developed the Scorecard.
- 8. How much financial support is Indianapolis offering? FFA asked for a \$500,000 (1/3 may be in-kind) pledge of financial support for the convention, and both Louisville and Indianapolis met this requirement.
- 9. Will the delegates have to approve the decision? Selecting the location for the national FFA convention is a board responsibility and does not require action by the delegates.
- 10. Why won't FFA produce a side-by-side comparison of the two cities? FFA will not disclose details of the bids from either city out of consideration for the cities' needs for confidentiality in contract negotiations. FFA also does not wish to divert focus from the excellent facilities and support in Louisville for the next four national FFA conventions.
- 11. Won't security be harder to manage in Indianapolis compared with Louisville? Despite the difference in size, FFA believes that safety and security factors are comparable in both cities, and each was prepared to devote additional resources to enhancing security.
- 12. Isn't a city the size of Indianapolis going to be more expensive for attendees in terms of food and lodging?

Without sharing specifics, the average cost of the hotel rooms committed for the FFA convention in Indianapolis will be somewhat less than in Louisville. Additionally, more rooms in Indianapolis will be closer to the convention site. Both cities offer an array of dining choices that is comparable in range and cost.

- 13. Is Indianapolis a more expensive travel destination by air?

  The cost of airfare is comparable between Indianapolis and Louisville, though more flights are available through Indianapolis.
- 14. Will parking be more difficult in Indianapolis?

  In addition to on-site open lot parking for buses and vans at the convention center and state fairgrounds facilities, Indianapolis has committed the use of ramp and assigned parking sufficient to meet the needs of cars arriving for the FFA convention.
- 15. Will it be more difficult to supervise students in Indianapolis?

  FFA advisors have demonstrated an ability to supervise their students in a large urban area during the 71 conventions in Kansas City. That same level of supervision should prove effective for the convention in Indianapolis.
- 16. Will there be more "distractions" in downtown Indianapolis that take the focus away from the convention?
  While the location of the convention events in Indianapolis will bring teachers and students into greater contact with the "vibrancy" of a urban downtown location, this was shown to be both desirable and manageable during the conventions held in Kansas City.
- 17. How will local transportation be handled? Indianapolis will provide shuttle bus service to and from major hotels and the a few CDE events at the state fairgrounds.
- 18. Is the convention site further away from our greatest concentration of members? Both Louisville and Indianapolis are ideally located geographically and are in close proximity to the largest portion of the FFA membership.
- 19. Why was the seven-year contract signed vs. the five-year contract, originally approved by the Board of Directors?

  There were nine cities who could not bid as they already had space committed for 2006-2012. Some cities book space up to 20 years out. Even the cities who bid but lost out encouraged FFA to bid earlier in the process. The Board then committed for seven years to give greater lead time for the 2012 and beyond bid.
- 20. What are the convention dates for 2006 2012?(Wednesday Saturday)

2006: October 25-28, 2006

2007: October 24-27, 2007

2008: October 22-25, 2008

2009: October 21-24, 2009

2010: October 20-23, 2010

2011: October 19 – 22, 2011

#### NATIONAL FFA HEADQUARTERS OPERATIONS

1410 King Street, Suite 400 Alexandria, Virginia 22314

PHONE: (703) 838-5889 FAX: (703) 838-5888 E-MAIL: <a href="mailto:lcase@ffa.org">lcase@ffa.org</a>

#### MEMORANDUM

**DATE**: February 19, 2003

**To**: All State FFA Associations (Advisors and Executive Secretaries)

**FROM**: Larry Case, National FFA Advisor

**RE**: Constitutional Amendments for Consideration by the Delegates to the 76<sup>th</sup>

National FFA Convention in Louisville, Kentucky in October 2003

As National FFA Advisor, I am required to submit all constitutional amendments to the states by March 1. (Article XVI, Amendments) Likewise, as per Article XVI, amendments must be submitted by January 1 for review by the National FFA Board of Directors at their January meeting. These provisions have been met and the Board has asked that the delegates consider the following constitutional/bylaws amendments this October.

#### CONSTITUTION – ARTICLE VIII. EMBLEM, SECTION C

• Add to Section C, prior to the word, "Greenhand" the following sentence:

"Discovery FFA Degree recipients shall be entitled to wear the official FFA Discovery Degree emblem pin;"

The Discovery FFA Degree is provided for in Article VI. Degrees and Privileges of Active Membership, Section B. This amendment to the constitution requires a 2/3-majority vote and is amendable.

### BYLAWS – ARTICLE III. PROCEDURE FOR ELECTING MEMBERS OF THE BOARD OF DIRECTORS, SECTION B.

• Amend Article III, Section B of the National FFA Organization's Bylaws by revising the four regions of the National FFA Organization. The revised regions shall be:

> Virginia West Virginia

Southern Region:	Western Region:	Central Region:	Eastern Region:
Alabama	Alaska	Colorado	Connecticut
Arkansas	Arizona	Iowa	Delaware
Florida	California	Kansas	<u>Illinois</u>
Georgia	Guam	Minnesota	Indiana
Louisiana	Hawaii	<b>Montana</b>	<b>Kentucky</b>
Mississippi	Idaho	Missouri	Maine
North Carolina	Nevada	Nebraska	Maryland
Puerto Rico	New Mexico	North Dakota	Massachusetts
South Carolina	Oregon	<u>Oklahoma</u>	<u>Michigan</u>
Tennessee	Texas	South Dakota	New Hampshire
Virgin Island	Utah	Wisconsin	New Jersey
	Washington	Wyoming	New York
			Ohio
			Pennsylvania
			Rhode Island
			Vermont

#### Underline-indicates moved associations.

The amendment requires a majority vote for passage and is amendable.

Note: The FFA Board of Directors has reviewed this proposed amendment to the Bylaws and has determined that it is a proper and legal proposal for consideration by the delegates to the 76<sup>th</sup> National FFA Convention. The FFA Board has taken no action to support or reject this amendment. Enclosed are two (2) documents:

- 1. A background paper from the 2002-2003 National FFA Officer Team, and
- 2. The 2002 Delegate Issue Summary dealing with Regional Alignment.

These documents are provided to the states as background information. We encourage your discussion of these amendments at upcoming association executive meetings and at you state FFA conventions. It will also be important to inform your voting delegates to the convention this Fall.

Current

#### Proposed Region Realignment Amendment Briefing Paper Presented by: National FFA Officers

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#### Background/Purpose:

Under the new delegate process, leaders at the local, state, and national levels of our organization identified regional alignment as a key issue facing our organization. A committee of official delegates was formed and met at the 75<sup>th</sup> National FFA Convention to further research this growing concern. The National Officer Regional Alignment committee recommended the following: "To realign the four national officer regions while maintaining geographic coherence, so that the number of associations in each is approximately equal." The committee, however, did not propose a specific way in which the regions should be realigned.

After reviewing this recommendation and researching the information that was presented to the delegates, the national officer team concluded that it was in the best interest of the National FFA Organization to address this growing concern.

Consequently, the national officers created and unanimously voted to send the attached proposal to the National FFA Organization's Board of Directors for action.

While deliberating on what action, if any, would be appropriate, the national officer team carefully considered the complexity of the issue. Clearly, a majority of the official delegates at this year convention believed that each region should have an "approximately equal number of associations in each" "while maintaining geographic coherence." However, another portion of the delegate body believed that membership should play a substantial role in determining region alignment. Ideally, each region would have an approximately equal number of associations (13) and equal membership (115,260) "while maintaining geographic coherence". However, this concept of total equality is unrealistic. It is belief of the national officer team that every effort must be made to balance these two variables (membership and number of associations) within the confines of truly geographic regions. Furthermore, one of the ultimate goals of our team is to grow the organization. We believe this proposal may better enable the National FFA Organization to achieve future success.

#### Advantages:

1) This proposal achieves more balance (between membership and number of associations) than the current region alignment. Please see the following graphic:

	*Current	Proposed	Current #	Proposed #
	Membership	Membership	Associations	Associations
Western	171,554	<sup>+</sup> 141,167	16	<sup>†</sup> 12
Central	120,856	<sup>-</sup> 108,590	12	†12
Southern	98,358	<sup>+</sup> 111,790	10	†11
Eastern	70,275	+99,496	15	<sup>-</sup> 18

<sup>\*</sup>Membership based on 2002 numbers.

The added balance of the proposal is very notable.

- 2) This proposal seeks consensus among several differing views on the region realignment issue.
- 3) This proposal, if approved, immediately acts upon an issue that some of the leaders of our organization have identified as crucial.
- 4) This proposal strives to ensure the current and future success of our organization. The leadership of our organization is still based on regions; the National FFA Board of Directors and the Board of National FFA Officers are all selected based on regions. The selection of the nominating committee is also based on regions. Notably, the National Officer Regional Alignment committee and its recommendation fails to address the relationship between regions and the selection of the nominating committee and the appointment of the National FFA Board of Directors. Because of the added financial and human resources that often accompany high student membership totals, arguably the importance of the membership variable is magnified when selecting the nominating committee and appointing the Board of Directors. The national officer team believes the impact this proposal would make on all three regionally based selections would further ensure the future success of our organization.
- 5. This proposal requires no additional funding. The regional alignment issue has been identified as a crucial one, but resources are not readily available to spend money on research. The national officers want to see the issue resolved, but we are opposed to

<sup>&</sup>lt;sup>†</sup> Indicates a move closer to the ideal (membership: 115,260, number of associations: 13)

Indicates a move away from the ideal (membership: 115,260, number of associations: 13)

the allocation of any major funds for researching this issue. Our understanding was that up to \$50,000 was spent on this issue the last time it was seriously brought before the board. In the eyes of our team, the funds of our organization could better be spent on other services to our members.

6. This plan creates regions that are geographical connected. This is important to both the delegates of the 75<sup>th</sup> National FFA Convention and necessary for the legality of our charter, Public Law 105-225.

#### Disadvantages:

- 1) A total consensus is impossible. *Response:* No alignment, including the current one, will satisfy all who are concerned about regional alignment. This proposal will not ensure a total agreement of all who are involved. However, most likely, no proposal would create a complete consensus.
- 2) In our proposal, the Eastern region has 18 associations and the Western region 141,167 members. Relative to the other regional makeup (based on these two variables), the Western region's membership and the number of Eastern region associations deviate from the ideal more than the other six variables of interest. *Response:* In order for the proposal to create as much balance as possible while maintaining geographic coherency, these two non-ideal numbers were necessary.

Our largest concern with the Eastern region was how would 18 associations affect the number of national officer candidates from that region. This was the research (number of candidates/ number of state association) that we compiled from the past 16 years of the national officer selection process based on the current regions:

Region	Current	*Ideal	Standard Deviation
Southern	6.75/10	9.32815	2.57815
Eastern	8.125/15	9.32815	1.20315
Central	10.9375/12	9.32815	1.60935
Western	11.5/16	9.32815	2.17185

The above numbers represent the **average number of candidates** from each region for the past 16 years. The ideal number, 9.32815, was determined by averaging the total number (37.3125) of national officers and dividing by four. This would represent, based on the past, how many each region would ideally possess. The standard

deviation is the difference between the current and the ideal. A key fact is the **range** of the current regions: **4.75** (the difference between 6.75 and 11.5).

If the proposed regions would have existed for the past 16 years, the average number of candidates from each region would have been the following:

	*Proposed	*Ideal	Standard Deviation
Southern	7.625/11	9.32815	1.70315
Western	8.125/12	9.32815	1.20315
Central	10.4375/12	9.32815	1.10935
Eastern	11.125/18	9.32815	1.79685

<sup>\*</sup>Number of Candidates/Number of Association

The ideal total number of candidates is still the same and the standard deviation is also provided. Under this proposal, the **range is 3.5** (the difference between 11.125 and 7.625).

Several things about these numbers make us believe the region alignment is in the best interest of our organization. First, the range is much smaller. Second, the Southern, Western, and Central regions all move closer to the ideal 9.32815. The Eastern region change is very minimal in terms of standard deviation. When one subtracts the standard deviation for the current Eastern Region from standard deviation of the proposed Eastern region the difference equals 0.5937. Besides the Central region change (.5), this is the smallest difference between the current and the ideal standard deviations.

For our concern about the Western region membership, we believe when we examine the Western region there is no better way to reduce the membership without taking out too many associations.

#### **Impact on Current Policy:**

If agreed upon by the Board of National FFA Officers, the National FFA Board of Directors, and the delegates at the 76<sup>th</sup> National FFA Convention, this amendment to the FFA bylaws would hopefully realign the regions in such a way that would provide more balance to the national FFA officer election process, the selection of the

nominating committee, and appointment process to the National FFA Board of Directors.

#### Conclusion

Regional realignment is a controversial issue, but our team believes it is something that deserves the attention of the National FFA Board of Directors. This proposal provides balance between two important variables, membership and the number of association in each region, while taking geographic coherency into consideration. This proposal for region realignment better prepares the National FFA Organization for present and future success.

