

M I N U T E S

JOINT MEETING OF THE NATIONAL BOARD OF DIRECTORS

AND

NATIONAL OFFICERS OF THE FUTURE FARMERS OF AMERICA

KANSAS CITY, MISSOURI

NOVEMBER 4 - 5, 1979

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M I N U T E S

JOINT MEETING OF THE NATIONAL BOARDS OF DIRECTORS AND NATIONAL OFFICERS OF THE FUTURE FARMERS OF AMERICA

Kansas City, Missouri
November 4 - 5, 1979

Sunday Morning - November 4, 1979

The meeting of the Boards of Directors and National Officers of the Future Farmers of America was called to order at 8:25 a.m. in the Music Room of the Radisson Muehlebach Hotel, Kansas City, Missouri by Byron F. Rawls, Chairman. Those present in addition to the Chairman included:

Board of Directors

John W. Bunten, Chief of the Southern Branch, DSVPO/BOAE, U. S. Office of Education, Washington, D. C.

Paul M. Day, State Supervisor, Agricultural Education, St. Paul, Minnesota

*J. C. Hollis, State Supervisor, Agribusiness Education, Montgomery, Alabama

Sidney Koon, State Supervisor, Agricultural Education, Denver, Colorado

*Roger Lawrence, State Supervisor, Agricultural Education, Hartford, Connecticut

Duane Nielsen, Chief, Vocational Education Personnel Development Branch, Division of Research & Demonstration/BOAE, U. S. Office of Education, Washington, D. C.

Les Thompson, Program Officer, Southern Branch, DSVPO/BOAE, U. S. Office of Education, Washington, D. C.

*J. W. Warren, Education Program Specialist/DVTE, U. S. Office of Education, Washington, D. C.

Officers

Byron F. Rawls, Chairman, Board of Directors, U. S. Office of Education, Washington, D. C.

C. Coleman Harris, Secretary, Board of Directors, U. S. Office of Education, Washington, D. C.

J. M. Campbell, Treasurer, FFA, State Department of Education, Richmond, Virginia

Board of National Officers

*Mark Sanborn, National President, East Orwell, Ohio

Kelly Grant, National Secretary, Bolivar, Missouri

Kevin Drane, National Vice President, Nineveh, Indiana

Jeff Rudd, National Vice President, Yanceyville, North Carolina

Dean Norton, National Vice President, Knoxville, Tennessee

Elvin Caraway, National Vice President, Spur, Texas

Consultants**

John Mundt, President, NVATA, Inc., Meridian, Idaho

James Guillinger, Past President, NVATA, Inc., Sycamore, Illinois

Robert McBride, Vice President, Region IV, NVATA, Inc., Kenton, Ohio

* Member of FFA Finance Committee

** Joe Bail, New York (Board Consultant and Larry Rathbun, California (Board Consultant) were unable to attend the meeting.

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Albert Timmerman, Jr., Vice President, Region II, NVATA, Inc., Rockdale, Texas
John Hillison, Associate Professor, Agricultural Education, Virginia Polytechnic Institute and State University, Blacksburg, Virginia
Vernon D. Luft, Associate Professor, Agricultural Education, North Dakota University, Fargo, North Dakota

Others present for all or portions of the meeting:

Edward J. Hawkins, Administrative Director, FFA, Alexandria, Virginia
Wilson Carnes, Editor, The National FUTURE FARMER Magazine, Alexandria, Virginia
Harry J. Andrews, Manager, National FFA Supply Service, Alexandria, Virginia
Robert W. Cox, Executive Director, National FFA Alumni Association, Alexandria, Virginia
Tony Hoyt, Program Specialist/Leadership, FFA, Alexandria, Virginia
James P. Clouse, Professor, Agricultural Education, Virginia Polytechnic Institute and State University, Blacksburg, Virginia
Ted Amick, Program Specialist/Contests, FFA, Alexandria, Virginia
Elliott Nowels, Director of Information, FFA, Alexandria, Virginia
Lennie Gamage, Program Specialist/International, Alexandria, Virginia
Robert Seefeldt, Program Specialist/Awards, Alexandria, Virginia
George Verzagt, Chief Accountant, FFA, Alexandria, Virginia
Glenn Luedke, Advertising Manager, The National FUTURE FARMER Magazine, Alexandria, Virginia
Bernie Staller, Executive Director, National FFA Foundation Sponsoring Committee, Madison, Wisconsin
Donald N. McDowell, Consultant, National FFA Foundation Sponsoring Committee, Madison, Wisconsin
Odell Miller, Asst. Professor, Agricultural Education, The Ohio State University, Columbus, Ohio (President, National FFA Alumni Association)

1. INVOCATION -- The Invocation was given by Jeff Rudd, National FFA Vice President.
2. ADJUSTMENTS TO AGENDA -- Adjustments were requested and made.
3. GOVERNING COMMITTEE MINUTES -- It was moved by Kelly Grant (Mr. Hollis)*, seconded by Jeff Rudd (Dr. Nielsen) and carried that the Minutes of the Governing Committee Meetings (August 3, August 31, October 1 and October 23) held since the July Board Meeting be approved. (Appendix A)
4. APPROVAL OF PREVIOUS MINUTES -- Dean Norton requested that the minutes of the July meeting regarding the Honorary American Farmer Degree for State Staffs, Educators, Business and Industry be changed to read as follows: "It was moved by Dean Norton, seconded by Jeff Rudd and carried that the name of Ted Amick be removed from the list. It was moved by Mr. Day and seconded by Mr. Hollis to sustain the action of the National Officers. Motion failed." A brief discussion was then held regarding the establishment of a procedure on the use of names in connection with the American Farmer and Honorary American Farmer Degrees.

MOTION -- It was moved by Elvin Caraway (Mr. Day), seconded by Kevin Drane (Mr. Koon) and carried that the minutes of the previous meeting be approved with the above correction.

*Parentheses indicate joint action by the National FFA Officers and Board of Directors.

5. REPORT OF OE ACTION REGARDING FFA TRAVEL & SUPPORT STAFF -- Mr. Rawls briefly reviewed the procedure for travel of OE employees at the request of the FFA organization. He indicated that OE had first stated that individuals could not travel, even when there was no cost to the Government. However, after some deliberation, permission was granted for certain OE employees (Board members, Mr. Harris and Mr. Rawls) to travel on FFA funds when necessary. However, these employees must request travel through OE; it will be paid by OE and later reimbursed by the FFA.
6. HONORARY AMERICAN FARMER DEGREE -- It was moved by Elvin Caraway (Mr. Buntin), seconded by Jeff Rudd (Mr. Thompson) and carried that Congressman Charles Stenholm of Texas be recommended to receive the Honorary American Farmer Degree at the 52nd National FFA Convention.
7. AMERICAN FARMER DEGREE--FLORIDA -- A short discussion was held regarding an FFA member from Florida who had applied for the American Farmer Degree through the state office. The state felt he was such a strong candidate that his application should be held for another year, with the possibility of him being selected as Star Farmer. In October, this young man passed away and the State of Florida was now requesting that the American Farmer Degree be conferred upon him posthumously. It was the feeling of the group that, since Florida had filled their quota for the American Farmer Degree for this year, this would be setting a precedent, and this request not be granted.
8. SYMPATHY -- The Boards expressed their sympathy to Mr. Don Erickson, State Supervisor, Agricultural Education, North Dakota, on the passing of his wife approximately three weeks ago.
9. PROPOSED AMENDMENTS TO NATIONAL FFA CONSTITUTION & OFFICIAL FFA CEREMONIES -- The National Officers explained the procedure followed by them in preparing their recommendations on the National FFA Constitution and Official FFA Ceremonies. Their recommendations were as follows:
Article XI, Sections A & B -- Do not pass.
Article XII, Section B -- Do pass.
Article XV, Section A -- Do pass.
Opening & Closing Ceremony (Connecticut Association) -- Do not pass.
Opening & Closing Ceremony (Michigan Association) -- Do not pass.

Mr. Day requested that the Minutes show that the Central Region commend the Boards on the proposed amendment to Article XV, Section A, regarding the notification of dues.
10. OVERVIEW OF LEGAL MATTERS -- Mr. Hawkins and Mr. Rawls reported briefly on the law suits against the FFA in the States of Missouri and Arizona. A discussion followed regarding the increase of liability insurance to \$5,000,000 and the importance of the incorporation of all State FFA Associations.
- MOTION -- It was moved by Dean Norton (Mr. Koon), seconded by Jeff Rudd (Mr. Lawrence) and carried that the National Advisor move ahead and prepare a full report to the Board in January.
11. REGIONAL LEADERSHIP TRAINING PROPOSAL -- At the July meeting of the Foundation Board of Trustees, the proposal for funding the Regional Leadership Training

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Programs was referred back to the Board of Directors to obtain the reactions and inputs of leaders in agricultural education. Mr. Hoyt reported on the questionnaire sent to the national officers, state presidents, NVATA officers, state supervisors, state executive secretaries, teacher educators and Board members, regarding this proposal. After some discussion, it was decided to delay action on this matter until later in the meeting.

The meeting was recessed at 10:30 a.m.

Sunday Afternoon - November 4, 1979

The meeting was reconvened at 2:15 p.m., with all members of the Boards present.

12. CONVENTION ACTIVITIES AND RESPONSIBILITIES -- Coleman Harris reported that the Kansas City Advisory Council meeting was attended by more members than ever. Wilson Carnes reported on registration, indicating that the registration cards were sent out early and this was very helpful. Cards this year requested parent's signature and this was a plus for medical purposes. There will be no free registrants this year--all are to pay \$7.00. Mr. Harris then briefed the group on the program. The Band, Chorus and Talent Directors had met and Mr. Myers, Chorus Director, will not be returning after this year. The Kansas City Women's Chamber of Commerce will have an Information Booth this year in H. Roe Bartle. Dr. Duane Nielsen, U. S. Office of Education, will head up the Information Booth in the Main Foyer of the Municipal Auditorium. An FFA employee, Office of Education employee and an employee from the Convention Center will man this booth. The First Aid Room will be at the same location as in the past and will be sponsored by the American Red Cross. Tommy Engelke will be heading up visual aids again this year. A quick glance of the remaining 1979 convention program was then reviewed by Tony Hoyt.

Ted Amick reported an increase in Contests this year and that next year all contests will be on computer cards. Bob Seefeldt reported that everything was ready to go on the Awards. Elliott Nowels, reporting for Information stated that Swift and Company wanted to contribute some money toward the President's Challenge winner.

MOTION -- It was moved by Kevin Drane (Dr. Nielsen), seconded by Kelly Grant (Mr. Hollis) and carried to accept the financial help from Swift and Company.

Mr. Gamage informed the Boards that an architectural drawing of the Hall of Achievement was on display in H. Roe Bartle. Mr. Verzagt reported that 162 Career Show Booths had been sold this year and should show some increase in income.

13. SPONSORING COMMITTEE -- Bernie Staller announced the vacancy in the Foundation Sponsoring Committee office of Assistant Executive Director, which is to be filled July 1. The Search Committee consists of Mr. Byron F. Rawls, Mr. R. M. Hendrickson and Mr. Bernie Staller.
14. FFA ALUMNI ASSOCIATION -- Mr. Odell Miller, Alumni President, reported there were 15,904 members and 1,937 life members. The total FFA Alumni investments are \$189,080.00. He then presented a statement of income. The projected 1979-80 expenses are \$84,780.00.

15. CONVENTION RESPONSIBILITIES -- Some discussion was held regarding responsibility during the convention. Dr. Nielsen had some reservations.

MOTION -- It was moved by Dean Norton (Mr. Warren), seconded by Jeff Rudd (Mr. Day) and carried that the Boards give the Board members and its agents the right to use their judgment in making decisions in behalf of the health, welfare and disciplinary action of membership at the convention.

16. AMERICAN FARMER DEGREE--FLORIDA (continued) -- More discussion was held regarding the young man from the State of Florida, who had passed away, and that State requesting he be presented the American Farmer Degree posthumously.

MOTION -- It was moved by Dean Norton (Mr. Koon), seconded by Kevin Drane (Mr. Warren) and carried that a letter of explanation be sent by the National Advisor to the State Advisor of the student who passed away, explaining why the American Farmer Degree was not given posthumously.

17. REPORT OF FINANCE COMMITTEE -- The Minutes of the Finance Committee were read by Mr. Roger Lawrence. Individual items from the Minutes were discussed and action taken as follows: (Appendix B)

MOTIONS -- It was moved by Kevin Drane (Mr. Day), seconded by Dean Norton (Mr. Hollis) and carried that two past national officers attend the January Board Meeting as consultants, with expenses not to exceed \$900.00.

It was moved by Kevin Drane (Mr. Bunten), seconded by Kelly Grant (Mr. Day) and carried to approve a 7% cost of living increase instead of 5.5% for FFA employees, effective the first pay period in January, 1980.

It was moved by Mr. Lawrence, seconded by Mr. Warren and carried that the Board of Directors recommend to the Board of Trustees that the national officer scholarships be increased from \$1,500.00 to \$2,000.00, retroactive to the 1978-79 officers and this be taken from the General Fund.

The meeting was recessed at 5:15 p.m.

Monday Morning - November 5, 1979

The meeting was reconvened at 8:15 a.m., with all members of the Boards present.

18. REPORTS BY THE 1978-79 NATIONAL FFA OFFICERS TO THE NATIONAL FFA BOARD OF DIRECTORS -- Reports were made by each of the National FFA Officers. (Appendix C)

MOTION -- It was moved by Mr. Day, seconded by Mr. Warren and carried that the Board extend its thanks, appreciation and commendations to Jeff, Dean, Kevin, Elvin, Kelly and Mark for the exemplary leadership, commitment, dedication, perception, sincerity, demonstrated competence, personal sacrifice, and significant contributions to vo-ag and the FFA during their term of office and wish them well in future endeavors.

Mr. Rawls commended the officers for their candid presentations and pledged to them that their recommendations would be given every consideration. He stated he felt the FFA was the luckiest organization in the world--with the

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greatest leaders at the local level, state level and at the National Center. The morale of the officer team this year he felt was higher than he had ever observed.

19. NOMINATING COMMITTEE -- Mr. Warren and Dr. Clouse spoke briefly about the Nominating Committee. Dr. Clouse indicated that there are so many good members in the organization running for an office, it becomes almost impossible for the Nominating Committee to make a mistake in coming up with a good slate of officers.

20. REGIONAL LEADERSHIP TRAINING PROPOSAL (continued) -- Debate continued on the proposed Regional Leadership Training Programs. It was then moved by Dean Norton (Mr. Koon), seconded by Elvin Caraway (Mr. Thompson) and carried that the previous motion (July, 1979 Minutes), plus the following four options be recommended by the Boards to the Foundation Board of Trustees:

Option No. 1 -- Fund proposed scholarships at \$238.80 per participant.

Option No. 2 -- Eliminate rotating travel to another part of the country, and fund scholarships at \$197.20 per participant.

Option No. 3 -- Eliminate meals and lodging and fund scholarships at \$99.02 per participant.

Option No. 4 -- Eliminate meals, lodging and rotation of travel and fund scholarships at \$57.42 per participant.

RECOMMENDATION -- It was recommended the dates of the conferences be flexible to meet needs of states involved (ranging from June to August) and that locations be rearranged to include a conference in Kansas City, move the proposed San Francisco conference to Sacramento and the Springfield conference to Boston.

21. INCREASE SPONSORSHIP OF AMERICAN FARMER DEGREES -- Robert Seefeldt proposed that the present Special Project Sponsorship of the American Farmer Travel Breakfast be expanded to include an additional sponsor at \$13,000. and that the following items be added to the program:

American Farmer Convention Report (This report would contain the names and logos of all six sponsors)	\$ 1,500.00
Check Folders (These folders already contain the names of sponsors)	175.00
American Farmer Degree Keys (No sponsor name would be included on the key. The key would continue to be presented to each American Farmer in the name of the National FFA Organization) ...	7,000.00
American Farmer Convention Photos (Sponsors' name would be included in the release which is mailed with each photo)	2,500.00
	<u>\$11,175.00</u>

MOTION -- It was moved by Elvin Caraway (Mr. Warren), seconded by Dean Norton (Mr. Bunten) and carried that the above proposal be accepted.

22. NATIONAL POSTSECONDARY AGRICULTURAL STUDENT ORGANIZATION -- Mr. Rawls advised that the NPASO at its recent meeting in Moline, Illinois, moved forward on plans for a national conference to be held at the Continental Hotel, Kansas City, Missouri, in March. At the present time there is an approved proposal for the Foundation to seek out some assistance to get this organization

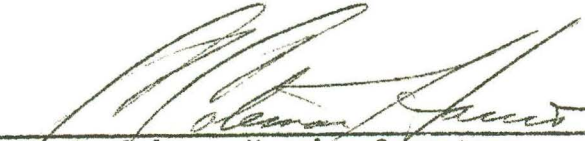
started and at their meeting the NPASO Board of Directors proposed ways of self-help. They continue to be very appreciative of the support of the FFA.

MOTION -- It was moved by Kelly Grant (Mr. Day), seconded by Kevin Drane (Mr. Hollis) and carried to commend the NPASO and wish them success as they continue their endeavors and to support the chairman in his leadership of this organization.

23. PLANS FOR JANUARY, 1980, MEETINGS -- The meetings of the National FFA Board of Directors and National Officers will be held at the National FFA Center, Alexandria, Virginia, Monday through Thursday, January 28 - 31, with the Finance Committee meeting on January 27. The Foundation Board of Trustees will meet on Friday, February 1. Mr. Day indicated that the Agricultural Education Division of the AVA would meet at the National Grange Headquarters on Friday, January 25.
24. APPRECIATION -- Mr. Rawls then expressed appreciation to the retiring members and consultants to the Boards of Directors and Trustees, indicating they would be recognized during the national convention.
25. AMERICAN ROYAL QUEEN CANDIDATES -- A short discussion was held regarding American Royal Queen Candidates. It was brought out this is strictly a voluntary activity and that the girl elected is in no way to be considered an FFA Queen.

MOTION -- It was moved by Kelly Grant (Mr. Day), seconded by Dean Norton (Mr. Warren) and carried that the national organization send out complete rules and information regarding the American Royal Queen so that states would have no problems in connection with this activity.
26. BOARD ORIENTATION--MOTION -- It was moved by Mr. Koon (Kevin Drane), seconded by Mr. Thompson (Dean Norton) and carried that an orientation meeting be held prior to the January Board meeting.
27. COMMENDATION -- It was moved by Elvin Caraway (Mr. Koon), seconded by Kevin Drane (Mr. Warren) and carried unanimously to commend the staff, all Center employees, Board of Directors and consultants, vo-ag teachers, advisors, teacher educators, Alumni members and Foundation staff and sponsors for their faithful dedicated service to the nearly one-half million FFA members, and that this commendation be printed and distributed to all employees at the Center.

The meeting was adjourned at 11:05 a.m.


C. Coleman Harris, Secretary


Byron F. Rawls, Chairman

A P P E N D I X

MINUTES

FUTURE FARMERS OF AMERICA

BOARD OF DIRECTORS

AND

BOARD OF NATIONAL OFFICERS

MINUTES -- FFA GOVERNING COMMITTEE

August 3, 1979

A telephone conversation was conducted with the Governing Committee members explaining to them the law suit being filed against the National FFA Organization because of an injury during an FFA activity. The conversations held with the FFA attorneys were explained to them and it was recommended that action be taken to set in motion a survey to determine the status of incorporation by all State Associations. This survey would be conducted by the CT Company, who was recommended by the FFA attorneys, at an approximate cost of \$750.00 and an attorneys' cost of \$250.00, which would total \$1,000.00.

It was moved by Mr. Warren, seconded by Mr. Bunten and carried unanimously that Mr. Manwell be authorized by the National FFA Advisor to set in motion such a survey.

Respectfully submitted,

/s/ C. Coleman Harris, Secretary

August 31, 1979

The Governing Committee met on August 31, to discuss the revised consolidated budget for the Future Farmers of America. The need for this meeting was created by the mandated 5% cut imposed by the Board of Directors at the July Board meeting. Plans were to have the Governing Committee approve a balanced budget prior to the beginning of the September 1, Fiscal Year. In order to balance the budget it was necessary for the organization to review its computation of gross income.

In the Publications Division, fixed costs had been included in the income figure and deducted as expenses. A revision of this resulted in the deduction of these fixed costs prior to the determination of gross income.

After computation of gross income, the consolidated budget indicated an amount of \$3,027,324.00. Five percent of this figure computed to be \$151,367.00. The staff revised the expenses, which indicated that the budget would now be balanced and it was, therefore, presented to the Governing Committee in that way.

It was moved by Mr. Bunten, seconded by Mr. Warren and carried to adopt the balanced budget for the Fiscal Year 1980.

Respectfully submitted,

/s/ C. Coleman Harris, Secretary

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Minutes -- FFA Governing Committee (2)

October 1, 1979

The FFA Governing Committee was contacted by telephone on October 1. It was moved by Mr. Warren, seconded by Mr. Bunten and carried that due to extenuating circumstances in Puerto Rico surrounding the lack of staff and leadership during the period of time when applications were being submitted, that we accept and approve the American Farmer Application of Diomedes Plaza Plaza. With the exception of the lateness of the application, he meets the qualifications in other respects. Action was also taken on Ezequiel Feliciano Rivera. His application was not approved due to the fact that there was no record of his membership over the last two years.

Respectfully submitted,

/s/ C. Coleman Harris, Secretary

October 23, 1979

The FFA Governing Committee was contacted by telephone on October 23. It was moved by Mr. Warren, seconded by Mr. Bunten and carried to expand the liability insurance that the FFA organization has to \$5,000,000. This action was taken in light of the three recent suits filed against the Future Farmers of America, of which two are still pending. The approximate cost of the \$5,000,000. policy will be \$1,800. per year.

Respectfully submitted,

/s/ C. Coleman Harris, Secretary

M I N U T E S
FINANCE COMMITTEE MEETING
FFA BOARD OF DIRECTORS
MUSIC ROOM
MUEHLEBACH HOTEL
KANSAS CITY, MO.

FIRST SESSION - SATURDAY, NOVEMBER 4, 1979

The Finance Committee assembled in the Music Room, Muehlebach Hotel. Members present: Roger Lawrence, (Chairman), J. C. Hollis, J. W. Warren and Mark Sanborn. Consultants: Byron Rawls, Julian Campbell and E. J. Hawkins. Others: Coleman Harris and Bernie Staller.

The meeting was called to order by Chairman Lawrence at 8:00 P.M.

1. Review and Adjustment of Agenda.

There was a general review of the agenda with no additional items.

2. Report of Interim Audit (July-August, 1979).

Mr. Campbell reported that a change in the FFA fiscal year from July 1 to September 1 necessitated a short two month audit report. This report was submitted to Congress and to the Internal Revenue Service as required by law. Approval has been obtained from IRS to effect the change as required.

3. Investments and Cash Flow.

Mr. Campbell reported on the investment program for the Association. All available funds are invested at a high interest rate.

4. Funding of National Officers as Consultants to the Board of Directors.

The point was made that the Board of Directors had authorized, at the July, 1979 meeting, two past National Officers to serve as consultants to the Board at the January meeting without providing funds for expenses. It was moved by Jim Warren, seconded by Mark Sanborn that expense money be provided the two National Officers to serve in this capacity, upon approval of the Board, not to exceed \$900.00. The motion carried.

5. Cost of Living Adjustment

Mr. Rawls pointed out that all Federal employees received a 7% cost of living raise and recommended that the 5.5% raise granted by the Board for the National staff at the last Board meeting be increased to 7%. Mark Sanborn moved that the Committee recommend to the Board that the raise be increased to 7% effective January 1, 1980, and the budget be adjusted accordingly. Jim Warren seconded the motion. The motion carried.

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FINANCE COMMITTEE MEETING MINUTES (CONTINUED)

6. Review of 5% reserve set-aside policy.

Mr. Rawls discussed the 5% set-aside and how it might affect services of the Association. He stated that a backlog of orders have already accumulated in the Supply Service from lack of temporary help. It was recommended by the Committee that every means possible be used to communicate with states why services may be slow and why some services might be curtailed by the National Staff. Mr. Rawls stated that he would continue to study the situation and report back to the Board.

A discussion following on a projected budget for next year. Jim Warren moved and Mark Sanborn seconded to recommend that the Board authorize work to begin and the projected budget including the 5% set-aside. The motion carried.

Mr. Rawls reported that the Foundation expenditures are under study just as the Association expenditures. The same principle should apply across the board for wise use of all funds connected with the Association.

7. Date of Next Meeting.

The next Finance Committee meeting will be held January 27, 1980 at the National FFA Center preceding the January Board meeting.

The first session adjourned at 9:30 P.M.

SECOND SESSION - SUNDAY, NOVEMBER 5, 1979

The meeting was called to order by Chairman Lawrence at 10:30 A.M.

Following much discussion, Mr. Warren moved, seconded by Mr. Hollis, that the Finance Committee recommend that the Board of Directors request the National FFA Foundation Board of Trustees, at the January, 1980 meeting, take action to approve increasing the National Officer Scholarship from \$1,500.00 to \$2,000.00 and that this action be declared retroactive to include the 1978-79 National Officers. This scholarship to continue to be paid from the general fund. The motion passed.

There being no further business to come before the Committee, the meeting adjourned at 11:45 A.M.

Respectfully submitted,

J. C. Hollis
Secretary

Approved:

Roger Lawrence
Chairman

(APPENDIX C)

NATIONAL FFA OFFICER REPORTS

TO THE

NATIONAL BOARD OF DIRECTORS

November, 1979

MARK SANBORN
National President

What a year it has been! This in itself-the magnitude and diversity of experiences, insights and ideas-makes writing a comprehensive report of this nature very challenging. I have taken a "topical" approach in covering areas of high interest and/or concern to me. Problems mentioned herein have withstood the test of time... they have been given much thought. I have gone into as much detail as I felt time and space allowed to adequately cover the topic.

Not all items mentioned in this report are "new"...you will recognize areas that have been mentioned in preceding national office reports. This should indicate that these repeated problems or concerns have not been fully addressed or adequately solved. There are, however, ^{also} areas that continue to merit much praise.

I am pleased that I can honestly say that I end this year as a national officer very happily and optimistic about the future. Most of the minor disappointments or problems were far overshadowed by the positive aspects and good things about this year. I hope that this does not sound negative (as reports of this type have a tendency to do) but the biggest benefits are to be gained from strengthening areas of weakness.

A word of thanks are definitely in order. They come not out of obligation but are founded in deep rooted appreciation that I failed to express frequently enough. If I cited all the kindnesses that have been shown to my fellow officers and I, all the acts of service "above and beyond the call of duty", and the dedication I've witnessed this year by FFA members, advisors, state and national FFA staff and employees, this report would be infinitely long.

I thank and commend the national staff for an over-all quality job and for the leadership they've given to FFA. I also want to

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especially thank the "unsung heroes" of the FFA, all the fine folks who are employees at the national center-the secretaries, the supply service staff and everyone involved in the vital behind the scenes operation of our organization. Unless you've been to the center you just don't realize what a dedicated group we've got working for us.

THE BEGINNING

The AVA Convention, my first official activity, was very worthwhile. WE (Kelly, Elvin and I) were disappointed that our booth never made it to the convention. I felt that, with three officers in attendance, we were well represented.

Time home around Christmas was valuable for preparing for the year ahead. After leaving home on January 3rd we were on the road for 49 days.

GREENHAND AND SOPHOMORE MOTIVATIONAL CONFERENCES

These were two of the most productive activities of the year. Why? Because they provided all six of us contact with a large number of new and impressionable FFAers. The Greenhand Conferences in Miss and the Sophomore Conferences In Oklahoma were both well planned and executed and I suggest we expand upon this concept in the future. To provide high returns for limited investments of time.

EXPERIENCE PROGRAMS (SEE NATIONAL OFFICERS)

BOARD MEETINGS

The officer orientation and work on national program of activities held at Graves Mountain Lodge as a prelude to the January Board Meeting was enthusiastically received by all of us. This idea was a solution to a problem cited by preceding officers regarding lack of preparation or understanding of the first Board meeting. It provided very excellent preparation for what was ahead.

I will cover the January and July Board Meetings simultaneously

I will have to admit that I was prepared for a trying and difficult time but that I was pleasantly surprised by the smoothness and fruitfulness of both meetings. It has been a pleasure to work with the Board of Directors. You have been extremely helpful, cooperative and, above all, dedicated to serving the best interests of FFA members.

Committees are very useful, in fact necessary, to take care of the large volume of business.

I am disappointed by the attitude around the center concerning what is referred to as "Bored Meetings." I appreciate attempted humor but I would rather see staff and employees look forward to Board Meeting with the realization of their great importance. They are not to be sluffed off.

Finances of the organization are indeed mind-boggling. I felt inadequate at times as the sole representative of the national officers on the Finance Committee. I was glad that there was always an open invitation for any of the other officers to sit in on this committee. Our financial situation is critical, not because we haven't managed ourselves efficiently but simply because of the pressing economic situation this country currently faces. I laud the fiscal moves that have been taken to protect our interests, especially the 5% cut back in operating expenses. We must increase our capital reserves.

I was disappointed that throughout the year I did not receive much input from members or advisors about how the organization should be functioning. Perhaps energies spent complaining in the field could be put to better use advocating new ideas or solutions to existing problems. Certainly the Board welcomes any and all input.

INTERNATIONAL GOODWILL TOUR

Without a doubt, this experience was one of the highlights of the year for me and I felt that it helped me to more effectively

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serve as an officer.

We have already submitted recommendations concerning this tour that have appeared in earlier board minutes, but I would like to reemphasize the following:

- 1) The tour should equally include production agriculture and agribusiness as a cross section representing the agricultural industry of the visited country. I don't feel that we saw enough Japanese farming as compared to agribusiness.
- 2) The International Department should work closely with the planning and preparation of this tour.
- 3) Contact should be made with WEA participants in the visited country if possible.
- 4) Meetings with youth organization counterparts should be well organized.
- 5) Coverage of this activity was superb with the editor of the National Future Farmer accompanying us.

GOODWILL TOUR

This is another area that we have already submitted recommendations for. In essence it would seem to be very effective (although it is difficult to measure the productivity of such an endeavor), provides excellent visibility and is educational to officers. Our objectives remain to thank, update and ask for input. Some simple (but perhaps overlooked) points: 1) Officers should be well briefed. 2) Staff involvement during actual visitation should be minimal. 3) The National FFA Foundation and Program Division should work together cooperatively. 4) Most importantly, evaluations from businesses visited are needed in order to judge and improve effectiveness.

NATIONAL FFA WEEK

This was the first time home for all of us since we'd left at the beginning of January but it was still a poor time for us to be unscheduled and supposedly resting. This is one time during the year that we ought to be "out and about" representing the FFA. As it was,

arranged some activities for myself.

STATE CONVENTIONS

I was very encouraged by the quality of the state conventions I attended. Although sponsor recognition is a problem at some conventions it wasn't at those I observed with only a couple of exceptions. I really was impressed, for the most part, with the excellent convention sessions and related activities I saw. This indicates to me the success of the FFA at the state level on the whole (exceptions to the rule will be covered later).

SUBREGIONALS

I especially enjoyed the personal contact with state officers afforded by Subregional Leadership Conferences. These conferences should be a high priority as officers trained here will have far more personal contact with local chapters and members than will national officers.

The Eastern Subregional is finally scheduled now where it is most effective.

I believe that the entire program does need to be revamped and I commend the committee that was assigned this task for the admirable job that it did. I agree with their conclusions and recommendations and suggest their implementation with only one reservation involving funding. I am still not convinced that in the face of ^{the} current economic situation we can accept a project for funding that represents nearly 10% of the Foundation's ^{current} total budget. That change is needed is readily agreed upon; how funding will affect that change is yet to be seen.

CAMPS

There are a surprising number of camps being conducted by state associations and down to the local level. Since it is the purpose of the National Organization to serve the state and local level, perhaps we ought to look at providing some materials specifically for use in leader-

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ship situations. I have been asked if such materials exist on several occasions and feel that there is a need for information and ideas in this area. Something along these lines available through the Center might help to improve the overall quality of existing camping programs and provide incentive for the creation of new ones.

WASHINGTON CONFERENCE

The Washington Conference is one of the outstanding leadership development programs in the United States today. I don't ever remember hearing anything negative about the Washington Conference program... the only things I heard in the field were rave reviews and compliments. I have viewed this program as the single most important investment a chapter might make for improvement by funding two officers to participate. Expansion of the program in the future, as long as adequate staffing is available, is recommended.

I had only one concern regarding this year's conference program. Five of the 6 officers were able to attend only one conference program individually in its entirety. Although staff were for the most part friendly and cooperative, I still felt like an "outsider" and to a degree was treated as such. This made me uncomfortable and conceivably could adversely affect officer performance if pronounced enough. Staff should make a concerted effort to make the national officer working at particular conference feel like "part of the team" and likewise the officer should make every effort to fit in as such.

STATE PRESIDENTS CONFERENCE

In my mind one of the highlights of the year, the State Presidents Conference offers opportunities to participants unequalled anywhere. Adequate planning is crucial. Biggest problem this year was undefined responsibility among the people we were working with. I wasn't always

confident that assigned details and request were taken care of.

This is one of the most crucial activities for organization and coordination of officers, conference and professional staff.

WASHINGTON VISITS

Our visits on Capitol Hill were well planned but several went astray due to situations beyond our control; you might call it "beurac in action." I felt that our visits with USOE officials were the most productive

PRESIDENT'S CHALLENGE

The President's Challenge on Energy has got to be one of the most exciting opportunities to present itself in recent times. I still find it amazing that the FFA would be singled out for unique recognition by the President of the United States. The potential positive ramifications that will come about as a result of this are staggering.

I commend the Information Department and Program Division for the immediate action taken on this matter. They moved with precision and speed and their remarkable response helped materialize this program quicker than I would have expected possible. They really did themselves and all of us proud.

NATIONAL FUTURE FARMER

I have always read the National Future Farmer with great interest and pride and view it as one of the leading agricultural publications in the United States at present. I'm no authority on journalism but I feel that the editorial format and content of the magazine is excellent and that it provides an important service to our membership. It, along with the calendar program, is one of our most valuable public relations tools.

INTERNS

We have been fortunate to have working for the FFA a very capable

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and talented group of interns. They are dedicated to the FFA and have contributed greatly.

Let's continue to look closely at the internship program and revise it as necessary to insure maximum benefits and returns to both participating interns and the FFA organization.

NATIONAL OFFICERS

My personal financial situation never reached a critical point this year but that is due to the \$1000.00 cash advance and prompt pay reimbursement of expenses. The \$2000.00 limit on the VISA card see very workable.

I especially appreciated the clothes and luggage allowance; both were major items of expenditure for all of us. We've all been victim by baggage handlers.

Mr. Hoyt faces a challenge in scheduling officers that I sympathize with and I realize that sometimes circumstances dictate less than ideal scheduling, but nonetheless I have a few suggestions:

1) If expenses allow it would be beneficial to schedule an officer in at least one state out of his immediate area or region during his experience program.

2) I was concerned this year in that I only visited in one state in the Southern Region, and that was only briefly for a state convention. Scheduling should allow officers to work as evenly as possible in all regions.

3) I was disappointed that in my travels I never had the opportunity to visit one of my fellow officer's homes. Perhaps some consideration could be given to planning at least one meeting in an officer's home vicinity.

4) I had been warned and advised on several occasions to schedule in a few days for myself this year for rest and preparation. I particularly took that advice and am glad I did. There was often a lack of preparation time for activities, both on an individual and team basis. I scheduled myself some time in October in order to prepare for convention-a high priority in anyone's book-and yet some people were amazed that I didn't accept engagements right up to the vespers program on Tuesday night of

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convention! You just can't take care of the mechanics of the job and do it justice without periodic "down time." I advocate full utilization of officers and their time, but let's be realistic about it.

Our current telephone expense system is the pits. Asking operators for time and charges is time consuming and expensive. I suggest that the National Organization provide each officer with a credit card to be used solely for FFA business and that telephone expenses be reimbursed as each card billing is issued (usually monthly). This would be much more convenient and accurate and it certainly can't be any more expensive than asking operator assistance for time and charges.

I felt well informed most of the time as regular mailings came out of the center. I found the Bulletin interesting although at times antagonistic. I'd rather see the positive aspects of the center represented in the Bulletin rather than some of the slams and subtle cut downs that appear. Anything that causes discord among officers or staff is inappropriate.

Of all the pictures taken of the officer team this year, we saw only the one taken immediately after our elections (which was after a rather strenuous week.) Maybe in the future the officers could have some choice about the picture to be used as "official."

Officer assignments in the beginning of the year, were, I felt,

worthless with one exception. The setting of individual and team goals, if properly done, could be beneficial. Otherwise new officers have more pressing things to do than filling out officer assignments. Perhaps a strengthened national officer training program using outside sources would be more beneficial than these "home assignments."

I didn't see nearly as many reports from previous years as I filled out on activities this year and I don't think it was because of officer negligence. The only reports I saw were relating to state conventions. There should have been others. I think that current evaluation forms could use some revision to make them more appealing for officer use.

Communications with national officers should be candid and honest without being malicious. I felt communications lacked at times because I feared that honest opinions might create poor working relations with staff and cause animosity. Mr. Rawls has done much to alleviate this concern and open new lines of communications with national officers

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NATIONAL FFA FOUNDATION

I have been extremely impressed with many facets of operations of the FFA at the national level, but the National FFA Foundation stands out in my mind. Mr. Bernie Staller and Mr. Don McDowell are two of the most talented individuals I have had the opportunity to work with this year and of course the sponsors to the Foundation are exceedingly generous, faithful and supportive of the FFA.

At times there would appear to be friction or conflict between the Foundation office at Madison and the Program Division in Alexandria. It is critical that these differences be resolved, however slight they might be. Mutual cooperation and trust is essential in this area.

ALUMNI

I have observed throughout the year a number of times when the National FFA Alumni had a very visible and positive impact on vocational agriculture-FFA. I am sure there were many other times as well that weren't as readily evident but just as important. The Alumni has proven on many occasions its effectiveness at the local, state and national level. Work begun by Howard Morrison this past summer is clearly a move in the right direction. I fully support the alumni in its objectives and hope to see continued growth and expansion of services.

We must, however, maintain a clear and distinct identity between the FFA and the FFA Alumni. I have noticed a tendency to equate the two and I know this is not in harmony with the purpose of the alumni.

I would like to thank the National FFA Alumni for their assistance and for the numerous services provided to the FFA and us as national officers.

CONCERNS, QUESTIONS & IDEAS

Vocational Agriculture-FFA at the State Level Perhaps my most major concern that came to light this year during my travels is that leadership and supervision is lacking or non-existent in some states. It would be easy to cite many states with excellent leadership and supervision-they are often recognized at the regional and national level by their success in all areas of FFA competition. These states are to be commended for developing strong programs. Those states that are lacking in this respect at the state level represent a serious threat to the overall quality and image of FFA.

I have visited in areas where students, some of them Juniors and Seniors who had been in the program for 3 and 4 years, had never hear of Supervised Occupational Experience Programs or "projects" and as a result they had never filled out a record book of any kind. Their vocational agriculture experience had been reduced to an "agricultural class" and none even seemed to notice that it made any difference. The students, although FFA members, were obviously severely handicapped in regards to their participation in the FFA. One might even argue that to allow them to participate in award areas without the benefits of records would be illogical. I agree.

Why some standard of quality-the basics upon which vocational agriculture and the FFA were built-cannot be enforced at the state level is a shame. How state departments of education can ignore these glaring problems is ridiculous. They are accepting sub-standard quality programs in their states and it is the students who are being cheated. I would hope that the USOE and the National FFA Organization would continue or begin to put pressure on certain state departments of education to provide necessary supervision and compliance with educational objecti

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Membership One of the most alarming indicators of an urgent problem is that the percentage of vocational agriculture students who are members of the FFA has been decreasing over the past several years. I am convinced, after hearing seven years worth of pro and con arguments, that every vocational agriculture student ought to be a member of the FFA. This organization exists to serve vo-ag student and we cannot achieve our objective if these students are not members. Teachers in departments in which not all ag students are FFA members ought to realize that there is something wrong, and although I'm not going to voice who is responsible for this problem (there might be a few rare exceptions that are beyond the teacher's control). They ought to take positive immediate action to insure EVERY VO-AG STUDENT IS AN FFA MEMBER.

Vo-Ag Teacher Shortage We must continue to address this problem. I often wonder what we can really do to solve it. Most of the ideas I've heard are well intentioned but I'm not sure if they are really going to have much of an impact. I don't have any answers in this regard, but suggest that we keep brainstorming and working to solve it.

College and Universities I think that national officers should spend more time working with those institutions that are training ag teachers and FFA advisors. I visited with several ag education departments at some leading colleges and universities and felt that time spent meeting and talking with students, and faculty was very productive. I suggest some priority be given to scheduling officers into more campuses as the opportunity arises.

Collegiate FFA Are we providing enough services to collegiate FFA members to justify the dues that they pay for membership? I think if we were that we wouldn't be seeing a decrease in collegiate chapters and membership.

American Royal Queen Contest Why must a girl be an FFA member to qualify for the American Royal Queen Contest? The name of the contest denotes no direct connection with this organization but the rules imply as much. I have heard the Royal Queen equated as "the national FFA Queen." This ambiguity ought to be eliminated. The contest is an excellent activity but causes confusion in regards to the FFA.

Funding of Certain Projects Several times during board meetings I have participated in debate about the funding of such things as record books, career education material and other printed matter to promote vocational agriculture. The debate centers around the question of whether these items should justifiably be funded by the FFA or by the USOE. There's not much question in my mind: these are things that should be done by USOE...the problem being that they're not. Not only do I think it is an imposition that we should not ignore, I think we ought to make it known that we are not satisfied with USOE assistance in developing such educational materials for the betterment of vocational agriculture. As long as we continue to fund these projects, USOE has no reason to channel any funds in this direction.

Top National Chapters An excellent idea I heard in the field was that recognition ought to be given to the Top 10 or Top 20 Chapters in the nation. It makes sense: we recognize top BOAC and Safety Chapters. Shouldn't we promote the concept of a "total FFA program" chapter with recognition more specific than National Chapter Awards. I realize the implications of a new awards program like this but I still think it merits serious thought.

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Please allow me to reiterate:

FFA FINANCES Having served on the Finance Committee I think it is imperative that we build our capitol reserves to a point that will allow us to operate for several months in even the most severe economic upheaval. Hopefully we will not have to face such dire circumstances but we need to be prepared. I feel that in light of our monthly operating expenses that our capitol reserves are deficient. The 5% cutback in expenses is a very necessary and wise move.

CONCLUSION

The FFA is a dynamic and progressive organization. As such there are always bound to be problems and challenges...lack of either only indicates stagnation. Certainly there are many more good things that can be said than there are negative but much more can be accomplished by addressing the problems than by dwelling on the successes. There is room for improvement.

My year has caused me to be very optimistic. The FFA is financially solvent. There is no shortage of new ideas. We have a very dedicated and capable staff working in behalf of our membership and the leadership provided by Mr. Byron Rawls and Mr. Coleman Harris is very excellent. I am confident that the FFA will continue to improve in the future just as we have in the past.

We've got a lot more to be thankful for and proud of than we do to be concerned about. I am even prouder of the Future Farmers of America after spending a year as a national officer than I was seven years ago when I first became a member...and believe me, I was real proud then.

KELLY GRANT

NATIONAL SECRETARY

It is with a deep satisfaction that I complete my responsibilities with the Future Farmers of America. Although I regret relinquishing the responsibilities of a national FFA office, and the affiliation with the people of the FFA, my opportunity to shape and mold the organization as a national officer has come to a close. During the time I have shared with you, we have seen improvements in the administration of FFA programs, and have moved to make the agricultural education family function as a closer unit.

Probably the most frustrating moments spent this year were in trying to sort out all of the different "special interest groups" that have an interest in the FFA. Representing the membership of the FFA on the national level is a huge responsibility, and one not to be taken lightly. It is most unfortunate that the FFA members themselves are so far removed from the day-to-day workings of the organization and must rely on six elected national officers to represent them. This made the challenge that much more intense.

To make a decision for the members, one had to first sort through opinions given by all the people effected by the decision, then make an unbiased judgement. When the inputs we as national officers received were given by the people who would be living by that decision, we had to be extremely cautious of the weight given it. This points to the biggest problem we faced--Where do you go for answers?

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National Officer Travels

The AVA convention in Dallas was my first "education" as an officer. I only wish all members of the team would be required to attend this activity. They shouldn't go to be put on a pedestal and be constantly recognized, but to listen, learn, and get a feel for the workings and interactions of NVATA, NASAE, and AATEA, as well as a feeling for the entire vocational education system. This understanding will be vital later in board meetings and visits in industry and government. Maybe the first planning meeting could be held at the same time to cut travel expenses.

The briefings at the national FFA center in December were helpful, but very confusing. Not until we observed the entire staff interacting at the Staff-Officer Retreat did an understanding develop for the workings of the national FFA staff. This retreat is very important and should be continued. It is imperative to have total staff participation to be successful. They benefit from one another as much as we gained from observing them.

The experience program idea holds promise for officer training. We need closer monitoring of our initial activities and a reliable source for constructive ideas for improvement. The only comments I have received this year were sought out and usually general in nature. A training program for the national officers whereby assistance in speaking, workshop planning, organization, and working with others can be provided is desperately needed. The two-state system is good, but both of mine were in my own part of the country and outside of good speaking experience, little was gained.

The trip to Japan was, of course, a chance of a lifetime, and will be remembered as a highlight of the officer year. My special thanks to Mitsui of Japan and the Clark Nelsons for making it all possible.

The national officers goodwill tour was nerve-wracking, fast-paced, and a true education. Few individuals at our stage of life are allowed the chance to meet so many influential people and learn so much about what makes our nation work. Unfortunately, many of the visits were so routine that most of the time was spent discussing how much they look forward to the yearly officer's visit. Not always the case, but sometimes. What if the tour was coordinated by the foundation, so that contacts are made at the right time, emphasizing sponsors on the verge of moving upward or out, and giving the officers useful information about the status of each project sponsor or potential one? Most of our "advance information" consisted of "this company has been a silver sponsor for 18 years, etc..." I enjoyed one particular visit this year where the breakfast conversation with two top executives lasted until 10:30 a.m. We didn't talk about my past FFA background either, but addressed how to make that particular sponsor's Special Project better accepted by FFA chapters. I felt that one made it all worthwhile. As pointed out in our earlier report on this tour, better consideration should be given to the companies we visit. We are the guests--but we did invite ourselves.

State Conventions were a highlight for each of us. Mine were a very diverse group--stretching from Alaska to Georgia, and from Minnesota to Arkansas. No two states run their show the same and nobody does it like my home state--and that must be remembered for a successful convention tour! National officers should be instructed to attend, assist,

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speak and be free to mix and mingle with FFA members. Boosting state officer morale is one thing, but organization of the program, nominating committee duties, and attention to details of the convention program should not be our responsibility. Many times, it is easy for state staff persons to "ask the national officer how he would do this" and then turn the responsibility over to him. Our expenses are paid to these things 100% by the national organization because they feel it gets us close to the membership. Probably the best travel investment we make in the FFA. Lets insure that the officers are free to meet the members as much as possible at these meetings. Along these same lines, state staff people are among the most dedicated professionals we have in ag education. They each have their own circumstances and problems to contend with and it is unfortunate that we have so much inconsistency in programs from state-to-state. NASAE is doing its job to build a stronger unity, but maybe more involvement in national programs by a greater percentage of state staff will increase understanding.

NPASO(National Post-Secondary Agricultural Student Organization) held their first convention and I had the chance to attend that affair. I was impressed to say the least with the intrest shown by not only two-year agricultural schools, but state staff persons, teacher educators, business and industry, vocational agriculture instructors, and interested by-standers like myself. In my remarks to them on behalf of the FFA, I said that we "didn't want to pull them up but reach out to them to be their equal." The potential is there, but the attitude of many FFA oriented individuals is more like, "they'll never be as great as we are." I certainly hope that in the next few months, we can help all of us understand the importance of reaching out to all branches

of vocational education with organization-type instruction to keep student interest and involvement at the highest level possible. If the FFA itself isn't the answer to all segments of ag education, an alternative then should be explored. NPASO is the result of that need, and I wish for them all the success in the future.

I attended the Western Regional Agricultural Education Conference in Sheridan, Wyoming late in April. My purpose there was two-fold. First to represent FFA and speak to its issues, but most importantly, to once again receive an education in being "professional" as an ag educator. We conducted an FFA program one morning for a joint meeting of conference. At that time, issues identified for the FFA were to be discussed and questions answered. A national staff person was in attendance and we did our darndest to present the facts. These people are well meaning and accomplish a lot in discussions, but I feel that in all the talk that occurs, the FFA member, or vocational-agriculture student, is all but forgotten. Thank goodness this doesn't occur at meetings of the national FFA board of directors!

State officer training in the FFA on the national level is just short of being what it could be. The improved, nationally coordinated training conferences are needed, and should be moved upon without delay. Sure, certain segments of the country currently have adequate officer training, but these people are the future of the organization! New ideas are desperately needed and cannot be provided by national officers who grew up in the same mold.

The Washington Conference Program is just short of excellent. I only wish all six officers could participate. I think I could have enjoyed the conferences, had I attended an entire one this year. I didn't so that is all I can say.

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State President's Washington Conference program is a good one. We get the top minds in the FFA together for a week and it rubs off a little on everyone. Maybe if we trim down the guest list for the White House visit and some of the meal functions, it would improve somewhat. The program itself is run by the national officers. Until they've experienced one, they know little about what they are doing. Additional, outside leadership training for the officers, would improve this conference. General Motors should be commended for sticking with us on this one for 13 consecutive years.

Overall, traveling for the FFA has been a interesting way of life. If only we could make ends meet at the end of each week, stay up on all the correspondence, write a new speech, get the clothes washed, and do all those things nobody thinks we really do for ourselves, it would really be something else! At the first of the year, if someone had told me that I needed a few days off each month to go home, I'd have considered them uninformed. After all, we are here because of 500,000 blue jackets and they need every day from us. But on a couple of occasions, more tactful scheduling would have resulted in better performance from me and a better impression in the minds of those members we work for. I'll take the blame for those but in the future, it can be avoided.

State FFA Associations, local chapters, and outside groups need to be sometimes reminded that national officers don't get paid. Prompt reimbursement for travel is the only thing that keeps us going. 99% of the people are good about this but some never learn.

Decisions--Activities

Budget - Lesson in accounting. Maybe we don't need to know it, but we have to understand it all.

Salaries and Staff Relations - Our national staff has grown this year. The space utilization, job descriptions and steps implemented by the Board for cost effectiveness are noble steps toward improving staff creditability in the field. I think opinions of national staff have improved in the field as well. I commend the Supply Service and Circulation Department, the behind the scenes people, who make things happen in the FFA.

State Staffs - We have to admire the dedication and hard work put in by State FFA staff people. They are the ones who really make our program work. By visiting one FFA chapter in a state, I can pretty well tell which states are effectively doing their job. Every state operates by its own rules, and unfortunately not all, but most are effective to varying degrees.

Throughout this year, my views of vo-ag/FFA have remained optimistic. We've got the best program going. A comment was made to me recently by a new State Advisor that "we are so far ahead, the others can't see the tail lights." We can't rest upon that, however. Another vocational youth group national president told me this year that "Sure we are using you as our model, but only until we leave you behind. We are accomplishing our objectives."

Mr. Rawls says we're here for the Greenhand. Let's never lose sight of that. I've seen young people given direction, character and a life to live because of the vo-ag/FFA program. That's the reason we're here. I hope we never forget that.

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KEVIN DRANE

NATIONAL VICE PRESIDENT
CENTRAL REGION

1. I recognize the fact that all past national officers have had different opinions on the experience program. None the less, here are mine. I feel that the experience program I went through helped me in the public speaking and working with FFA members, however; I don't feel that I saw a different type of agriculture or FFA. I'm from the Central Region where I visited the states of Illinois and Wisconsin. I think these visits were good, but there is no great difference from my home state. Therefore, I suggest that the experience program consist of visiting states in your region and states out of your region. An example would be for someone from Indiana to visit (central) Illinois then travel to New Hampshire or Maryland or Georgia, Louisiana or New Mexico, so they could get a different look at agriculture and FFA.
2. I thought the Sophomore Conference in Oklahoma and the Greenhand Conference in Missouri were just super. It gave the national officers the chance to work together and get to know each other. It was a valuable learning experience.
3. The orientation that we had in Virginia was just super. I know it was very educational for me. There is so much to know, especially the budget information and this really helped. It was beneficial to the preparation for the first Board of Directors meetings. The work orienting us with the Foundation was excellent.
4. The first Board of Directors meeting had me scared, however, I think that we were fairly well prepared. (This is based over conversations with past officers) The new system seems to be a very effective and efficient way to conduct Board business. I hope it will continue in this fashion.
5. The Regional Conference that was held in February was discontinued. It should have been moved long ago.
6. The Washington, D. C. visits with the Vice President and various other organizations were very beneficial. It got us started on the right foot for the "International Good-Will Tour."

The international trip (Japan) was great. It was a super opportunity for us as national officers. I heard some people question the validity of sending six members to Japan. I was amazed at that train of thought. I feel that since the funding was a special project it didn't "pull from the members' pockets." Besides, I think that the members really were interested and educated by hearing of the experiences of the trip from us. I know the people that came in contact with me heard about it.

Sending us home for a little break during "FFA Week" was like sending Santa to the North Pole on December 24, and telling him to rest. I don't think we or our home states realized we would be available during FFA Week, therefore, we all were not utilized fully. We probably needed the rest, but FFA Week is not the time!

The National Officers' Tour (domestic) was very educational for me. I enjoyed this tremendously. At the January Board meeting, I asked why we were accompanied by National staff. I was told: (1) The businesses wanted staff to accompany us, (2) Continuity and consistency, and (3) Staff knew the contact people. I am dismayed in that I don't feel these objectives were

reached. I know these are just my feelings on this part of the tour that I participated in. The other group might have been satisfied. Is the staff? I suggested that a contact form be started and kept up by the national officers after each visit. To my knowledge this hasn't been considered yet. Maybe this would help consistency.

I commend the help of Mr. Staller. Mark, Maynard and myself were very lucky to have him accompany us on part of the tour. I like the idea of the "Stars" touring with us, but they should be included in the brochures and should attend our orientation with the national officers and receive new jackets.

7. The banquet season was very enjoyable. State conventions were mingled in for a while, then they all broke loose during April and June. A great chance to work with members. Camps and state tours were educational and enjoyable.
8. The Washington Conferences were great. I feel that every chance should be taken to have national officers there for the entire week. I think the State Presidents' Conference went as expected. I still think it is lacking something!
9. The July Board meeting was as expected. I was glad that I had the opportunity to help effect some changes.
10. In essence it was a good year. There are improvements that can be made. At times I felt that I caught on some controversies between national staff and the Foundation. I hope some of these breaks in communication can be ironed out. During the first of my term I felt there were communication problems between some of the national staff members. I feel more meetings with Department Heads would bridge these gaps. I understand Mr. Rawls has improved this problem already.

The budget at times needs to be broken down further. They are awfully complex and hard for national officers to decipher, and in some cases seeing a number and line item doesn't paint the whole picture. We have nothing to hide in our budget and when people can't understand them they tend to have negative feelings about them. Let's get rid of these negative feelings.

During our Board meeting we established several cost effectiveness committees and I hope the studies that were obviously needed will be carried out.

My final concern is the Regional Leadership Conference. We now have a committee proposal that needs action. I hope the Board will realize the importance of improving these conferences. We do have an adequate program now, but I don't consider the Future Farmers an "adequate" organization. If we are to be the leading youth organization, we need to constantly improve and update our present programs. Take a close look at the Regional Conference proposal.

I also believe that there were times when I felt very inferior to the National President and the Secretary. I do not think that our abilities were grossly different, but I think that Regional Vice Presidents are often mistreated. For example, I expect people in business and industry to think the President or Secretary are a step above we "Regional Reps.". I do not think that our scheduling, travel and some expenses should be different. In theory I was

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led to believe that all the officers were equal, however, I quickly had my eyes opened. Some say that this is not true. If it is not true, then why does the President always go to Hawaii? Or the Secretary go to Alaska? Why does the President or Secretary schedules fill first? I do not want to complain too much, but I think that it would be good if action could be taken to even things out a little bit more. We ran into a few problems with this situation. Fortunately we were able to overcome them with maturity.

There were times when I felt that the staff could use some Dale Carnegie course on positive thinking. We could too at times, but I do not think The Weekly Bulletin should print things like "bored meetings" or things that are demeaning to the national officers.

Please do not take these comments as the Gospel, because as I have stated before, these are just my opinions not necessarily the team opinions. I have loved my affiliation with the FFA and I hate to see it come to a close. I only want to improve this organization so that those members that follow us will have better opportunities than we had. We were lucky to have had the opportunities we had but if we can not improve this organization every year, we have failed. If you look at business, industry, education or any facet in the world of work, you will find that so many leaders are past FFA members. This shows the type of growth we had in our first 51 years. LET'S GIVE THIS COUNTRY THE LEADERS IT WILL REQUIRE IN THE FUTURE.

JEFF RUDD

NATIONAL VICE PRESIDENT
EASTERN REGION

I approached the past year with enthusiasm, energy and obvious ignorance about what I was getting myself into. What I got myself into was the experience (and education) of a lifetime and now with the enthusiasm and energy remaining and some of the ignorance removed I will report to you on what I feel to be the most interesting aspects and important issues concerning the Future Farmers of America.

The first thing I became aware of as a national officer is that throughout the country fifty-one associations implement FFA programs and ideas fifty-one ways. Thus, it is virtually impossible for anyone to evaluate each association on its effectiveness and on the benefits received by its members.

However, after spending a little time working with many state associations it becomes very evident that most enjoy strong state leadership; most, but not all.

I found that competition and cooperation are both running at open throttle between associations, a very healthy relationship found in few other organizations. Also, while the effectiveness of an FFA chapter depends primarily on the leadership of local advisors and chapter officers, leadership at the state level goes a long way toward determining contests, awards, and other FFA programs in which the local chapters will become involved. And leadership at the national level plays a major role in developing programs and providing information and incentives to get everyone involved. So, we can all share in the pride of a truly effective chapter and we also share the shame in those that are not so effective. Let's face it - we may have over 8,200 "active chapters" but do we really have over 8,200 truly active chapters? We need to concentrate on that challenge of getting all chapters and members involved in the next few years.

Throughout this year I worked closely with National Staff personnel.

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Although we did not always see eye-to-eye I feel that we have a very capable group of professionals at the national level. They are very efficient and effective with their respective duties and responsibilities. Our staff has begun to function as a team working with one program - the FFA program, not the magazine and program division and administration programs but as a unified body. This was not the case last November.

Through surveys and questionnaires the staff has sought the opinions and ideas of local chapters and state associations on various issues of importance (a very commendable attempt). I ask the cooperation of all people connected with FFA to provide Staff and Board members with good, factual information because their decisions can only be as good as the information on which they are based.

Leadership development programs on the national level are excellent but can be improved. The Washington Conference Program is the most dynamic, invigorating program in which I've ever been involved. Year in and year out the conference staff people do a remarkable job of motivating members and providing them with solid information for improvement of local chapters and chapter members. Many times they overcome many obstacles and minor problems to get the job done but the job is always done. The State Presidents' Conference was one of the highlights of the year. Thanks to conference staff, national staff, especially to General Motors, for making the conference so effective. And thanks to the officers attending for making it so enjoyable for us as national officers. However, this conference has plenty of room for improvement and I encourage Mr. Hoyt and others associated with the conference to find new, innovative ways to carry out the program. The State Officer Conferences, in my opinion, have more potential than any other leadership conference program offered by FFA; however, this potential has not been fully developed. A new program, more informative and motivational than ever before, has been developed and hopefully will be funded by the Foundation. If funded, you will see a brand new approach to state officer training emerge and I'm sure you will see the improved difference reflected in our already excellent teams of state officers.

It was both an honor and a challenge to work with the National FFA Board of Directors this year. An honor because I feel that throughout

the year the members of the Board kept the best interest of the folks in blue jackets first in all their undertakings. It was a challenge because although a great deal was done to orient the officers to the workings of the Board, we still were unprepared. Much of the January meeting was perplexing and confusing for me. More work needs to be done in preparation on the part of officers and staff. This is one of the primary reasons we, as officers, felt that it was necessary to have two past officers serve as consultants at the January board meeting.

There are some isolated issues and activities that I feel a need to address. First, one of the biggest problems faced by the Board is a lack of information. In many cases action on certain issues is delayed because board members felt it necessary to first get the ideas and opinions of other groups. This delay would be substantially reduced by developing a system for information collection. I encourage both Board and Staff members to take action to develop such a system.

The newly developed committee system used by the Board is just short of excellent. It provides an opportunity for consultants to have a more direct input into Board actions; this system should be continued.

The most positive action to take place this year has to be The President's Challenge. I'm sure we will see a tremendous response from local chapters on this unique challenge. The greatest challenge facing our organization was not given us by the President, however. The greatest challenges facing us are membership decline and the teacher shortage. These challenges were brought to a head this year after a few years of development brought about by the belief that both would take care of themselves and eventually disappear. They have not taken care of themselves nor disappeared and it is time to take action. In order to substantially improve the quality of this organization these two challenges must be met and overcome. Incentive programs to promote 100% membership seem to be the best short-term solution but this treats only the symptoms and not the real problem. The problem - the teacher shortage - could have a very traumatic effect on the total Vo-Ag-FFA program. All groups associated with vo-ag education have to take responsibility and begin to seek solutions rather than continuing to define the problem. Meeting this challenge definitely requires a unified effort on the part of Board members,

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National staff members, local advisors, teacher educators, USOE personnel and FFA members. We all have a part to do. Let's do it!

The one regret I have regarding this year is the way in which national officers were used in some ways. In many cases, requests for information in order to be prepared for assignments were either negligently answered or not answered at all. Therefore, I arrived at airports with absolutely no idea of what my responsibilities would be. Hopefully, I performed my duties to the satisfaction of the people I was working with because I did not perform to mine. Basically, I did find most everyone I worked with understanding of the challenges and obstacles that I faced while traveling, and they were most hospitable. I did not have one "bad" visit. Specifically, I regret that the travel of national officers was so regionalized. On the average we each did get into 34 states, but many of these trips were one day per state. Mark spent three days in the Southern Region, Kevin spent eight days in the Eastern Region and I spent six days in the Western Region. I feel that both the officers and others would benefit more if the travel could be dispersed more throughout the year. I am grateful for the opportunity to see 34 of our 50 states, but I would have enjoyed the opportunity to spend more time working with people in the Central and Western Regions, and I feel that the people here in the east would have liked to have worked a little more with the other officers. I feel like the opportunities for broadening our travel were there at little extra expense at times this year, and we were not able to because of some unexplained reason. Hopefully, the new officers will enjoy broader national travel tours.

The changing of National Advisors this year has given this team of National Officers a unique opportunity to work with two men in this capacity. Both have done a remarkable job. Mr. Hunsicker performed well and did a great deal for Vo-Ag-FFA in the U. S. Office of Education during his years in the position. He brought about many positive changes in Vo-Ag-FFA, in short, he kept our program progressive. I am happy to say that under Mr. Rawls' leadership these programs continue and we will also see more positive changes take place in FFA. His dedication to his work is unparalleled. Thank God for a man like Mr. Byron Rawls, especially thank Him for letting him serve Vo-Ag-FFA.

In retrospect, the reports filed by many of the past national officer team were very harsh. I would like to thank them because I feel that because of their harshness those reports received a great deal of attention and many of the problems they perceived as officers were dealt with and are now being solved. I hope the reports of this officer team will receive no less attention.

Thanks to the fine people I've worked with on the National FFA Board of Directors, National Staff, USOE, State Staffs, Advisors and, especially, to the FFA members (some of the finest young people in the world) for the opportunity of serving you during the past year.

DEAN NORTON

NATIONAL VICE PRESIDENT
SOUTHERN REGION

This year that I have spent as a national officer has been a great year. I have made some observations that I hope will help next year's officers and staff. The year has been fantastic, but I feel that no matter what you are doing there is always room for improvement. The best place that I know to start is at the beginning.

National Convention, 1978 -- The national convention went great. I really enjoyed the speakers and everything seemed to be planned well. I feel that if there is any way possible for the newly elected officers to have a national officer's jacket on when the picture is made for the Manual that it would look better. I also feel that a variety of pictures should be taken so that hopefully there would be one good one for the Manual. I also feel that if the United States President ever comes to the national convention again that some type of security system should be worked out so that it would not be so hard for the national officers, delegates, national officer candidates, nominating committee and national staff to get inside the convention hall. Overview--Excellent convention, and keep up the good work!

National Officer/Staff Retreat -- Graves Mountain Lodge, Seria, Virginia -- This was probably the best thing that was done to prepare us as national officers. This is something that should definitely be continued. Although I came away from there totally amazed by the scope of the organization, I would hate to think about starting my year without it. The location is one thing that I feel helped. That is, it was away from the FFA Center. After working at the Center and looking back on the week in Seria, I feel that you can get more accomplished in a shorter span of time in Seria. There are no phones and other responsibilities to keep staff and officers from working. Also, it is a much more relaxed atmosphere. If costs becomes a factor, I could see where this could no longer be done at Seria. However, I strongly suggest that this week be continued and if at all possible somewhere outside of the FFA Center. I also hope that the staff will remember that the six new officers do not completely understand the whole organization at this time. I also hope that the new officers make it a habit of listening closely to staff and taking good notes. Overview--Excellent.

Greenhand Conference, Missouri -- I really enjoyed this conference. I feel it is good that the officers can start out the year working together. Please continue with this conference to start off the year.

Experience Tours -- Louisiana and Mississippi -- These are two very valuable weeks to the national officers. I would encourage staff and states to remember that these tours are just as their name implies--experience. The speaking with and to FFA members is important, and also radio and TV coverage and spots. I feel that these could have been more beneficial for me if I had been sent to two states outside of my region. Therefore, I strongly suggest that next year the officers be sent to two states in a region other than their own. The weeks I spent helped me more than I can ever explain.

Sophomore Conference, Oklahoma -- I feel that this conference should be looked at closely as far as the number of the national officers sent. The conference is very good for all involved. But, the national officers have already spent time working together in a similar conference, and I feel that possibly three national officers could handle this conference and that the others could be elsewhere

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working with FFA members. It was a very good conference, and helpful to all of us as officers.

Board Meetings--January-July -- I enjoyed the Board meetings very much. I feel that the Standing Committees were one of the best steps taken by the Board and I strongly encourage you to continue with them. I hope that staff and national officers will continue to feel free to express their feelings and comments with each other. I say thank you to the Board members for showing respect to us as national officers. I hope that all Board members remember their purpose for being there, and that is to help all of the FFA members in our organization, and I hope you make your decisions with the betterment of the FFA members in mind.

I feel that job responsibilities of the Center staff should be outlined in more detail. A detailed report on the activities and carrying out of these responsibilities, by the staff should be given each year to the Board of Directors. The salaries of the staff should also be looked at, at the same time by the Board of Directors. This should be a once a year event.

Serious consideration should be given to developing a point system for state staff members to receive the Honorary American Farmer Degree. The Honorary American Farmer Degree recipients should be given very careful consideration by the Board. The Board should consider what the individual has done for the organization and not that person's title or position. Teachers of vocational agriculture should have top priority.

The Board minutes should not be edited for any reason! Especially if the minutes are not going to be edited the same all the way through! If a member of the Board feels that something should be left out or edited, then it should be brought before the whole Board and voted on!

Consideration should be given to naming a committee, other than Board members and consultants, to select the Regional Star Farmers and Agribusinessmen. The Board has enough work to do and should not be burdened with that responsibility.

The length of the term served by the members should be looked at with the possibility of making them longer. Also, the rotation system within the regions should be given careful consideration with the thought of changing the system to make it better.

Tour of Japan -- I really enjoyed the opportunity to visit Japan. I feel that the trip was very valuable for us as officers and for the National FFA Organization, and time will only tell the long-range effects that the visit will have on us and the organization.

When preparing for a trip such as this one, the International Department should work closely with all involved. More time should be spent by the individuals going on preparing for the trip. Language and customs should be gone over more and general do's and don'ts when visiting in the country. I encourage trips like this one to be strongly continued in the future. I really enjoyed the whole trip.

Good-Will Tour and National FFA Week -- National officers should not sit at home during National FFA Week! Officers should not necessarily be scheduled home (state) if there is nothing to do there. They should have the option to go to their home state and work first if there is work to be done there.

The National Good-Will Tour should be continued in three groups of two. Again, consideration should be given to scheduling officers outside of their region and familiar area. The staff that goes with the officers should be well prepared for the visits and be able to inform the officers of necessary information. I really have nothing but good comments for the staff that Jeff Rudd, Mark Williams and I worked with. Elliott Nowels and Bernie Staller were both well informed and helped Jeff, Mark and I considerably. Consideration should be given to the companies that are going to be visited and try to hit ones that are potential sponsors, and those that are thinking about discontinuing sponsorship.

The Star Farmer and Star Agribusinessman should continue to go with the officers on Good-Will Tours. They should be given a new jacket and tie, and informed about what their responsibilities will be. They also should have some business cards made for them to use on the tour.

An evaluation of each visit should be made by each officer. This should include pertinent information that would be useful to the National FFA Foundation. The Good-Will Tour was very enjoyable and also helpful for our organization.

State Conventions -- State conventions were some of the most enjoyable times I spent this year. The conventions are a great time for officers to work and talk with chapter members. I strongly suggest that the following three things be made policy for the national officers and that the states be informed about the action:

1. National officers should not serve or sit in on nominating committees.
2. National officers should not be judges of any contests.
3. National officers should not serve as parliamentarians.

The states did a good job of informing me about my responsibilities and duties at their conventions and I say thank you for that, and making the conventions one of the most memorable times of my year.

Regional Leadership Conferences -- The State Officer Leadership Conferences that I participated in were very enjoyable. I feel that the conferences should all be the same length of time. One national officer should never have to do a conference alone. All states should be encouraged to take part in a conference.

Proposed Leadership Conferences -- I strongly encourage the Board and staff to look over these conferences and take action soon! I stress soon, because I do not want these conferences to die in a committee or be put off. I feel these conferences will be a great help to our whole organization! I realize that for everyone to come to agreements on these conferences, changes must be made. I hope that the basic improvements of the conferences will not be changed; such as better facilities (hotels), better materials and preparation of national officers.

State Presidents' Conference -- A very good week! If a visit is made to the White House, the guest list should be cut considerably and the FFA members that are at the Washington Conference Program should attend, instead of all the unnecessary guests! The staff of the Washington Conference have recommended that the two conferences (Washington and State Presidents) should not be held at the same time and I strongly agree. This makes it very hard on an officer and the participants of the Washington conference do not get to work with an officer all week. He just

comes by and makes a quick speech and then is gone. I hope that the staff can realize that these two conferences should not be going on at the same time.

Washington, D. C. and USOE -- These visits are very good for the officers and the organization. I strongly encourage that these visits be continued. I hope that the people who we are going to visit are informed that we want to talk with them and not just a hello, take a picture and goodbye session.

The banquet season was great and I really enjoyed them. The chapter visits and state leadership conferences are always enjoyable.

The last thing is National Convention, 1979. I am looking forward to it and I hope that it is great!

In closing I would like to say a big thank you to Board members and consultants, national staff, state staff, state officers and most important of all FFA members all across the nation for making my year as a national officer a most memorable one and great! I hope all of you "Carry On." May God Bless You All!

ELVIN CARAWAY
NATIONAL VICE PRESIDENT
WESTERN REGION

I appreciate the opportunity to report a final time as a member of the board of student officers of the Future Farmers of America. I must admit that it is with some sadness that I make this report, for it also marks the last official activity in which I will have the honor to serve with the members of the FFA Board of Directors. This past year you have countless times earned my admiration and respect. One of the most rewarding parts of this past year has been to be associated with all of those in this room.

My report to you will be very candid and frank, and it will be divided into three basic areas: National Officer Activities, National Organization and Board of Directors Activities, and General Observations.

NATIONAL OFFICER ACTIVITIES

I hope that everyone will gain insight concerning National Officer Activities via the following remarks, with hopes that Mr. Coleman Harris and Mr. Tony Hoyt will be able to use these observations and suggestions as they plan and coordinate activities for future officers.

A) NATIONAL OFFICER ORIENTATION at Graves Mountain Lodge was most beneficial. I am concerned that the cost to have it at Graves Mountain is prohibitive for future orientations, especially since we are so aware of conserving our financial resources. I think that a well programmed orientation at the FFA Center would be just as effective.

B) REGIONAL VICE-PRESIDENTS are put in a position to sometimes feel inferior to the president and secretary. One example is that the president and secretary are budgeted more for secretarial uses during the year, even though the travel and responsibility is the same. We were fortunate this year that we in most cases were mature enough to cope with this type of misunderstanding. Please, for the sake of officer team unity, make a special effort in the future to make each officer feel like a significant part of the program.

C) EXPERIENCE PROGRAMS proved to be very beneficial. I would suggest that officers be assigned not only to neighboring states to their home state, but also to at least one state in a different section of the country.

D) JAPAN was a wonderful experience for us, and I like to think that many members prospered from our broadened perspective. I hope a tour such as this is possible in the future.

E) FFA WEEK was truly disappointing to me. We were sent back to our home states, and some of us didn't even have any responsibilities there. I sincerely hope that the national organization can find some way to utilize the officers in a huge publicity scheme during our week. Let's practice what we preach about "telling the story" during FFA WEEK.

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F) GOODWILL TOUR was very beneficial. I still don't understand why the Foundation does not have the responsibility to coordinate the visitation schedule. It seems logical that they would have a better idea of who we need to visit, what to say, do, etc'. I strongly recommend at least one-half day of serious orientation before Goodwill Tour starts.

G) STATE CONVENTIONS were, for the most part, a true inspiration for me. States do need to be reminded that they are responsible for all national officer expenses while at the convention.

H) WASHINGTON CONFERENCE PROGRAM was a difficult experience the first time I attended, because of the fact that I was only there for the banquet on the final night. The officer should be able to be at the conference all week. It can be done if the schedule for future officers regards this event as a priority.

I) STATE PRESIDENT'S CONFERENCE has the potential to be the greatest leadership conference in the nation...but at this time it isn't! More planning time is needed. I challenge future officers to be innovative and creative as they plan and implement this conference.

J) PLANNING TIME has been mentioned several times in this report. Its importance can not be over-emphasized. It, too, should take priority in scheduling.

THE NATIONAL ORGANIZATION AND BOARD OF DIRECTORS ACTIVITIES

A) COMMITTEE STRUCTURE at Board meeting is superb. I am convinced that the International Committee should be set up like all of the others.

B) POSTPONING ITEMS FOR LATER CONSIDERATION is not a bad habit, if those items really do get considered. I suggest that a list be prepared immediately after each Board meeting of these items, filed, then distributed with the agenda prior to Board meeting.

C) THE PROPOSAL FOR UPDATING SUB-REGIONAL LEADERSHIP CONFERENCES needs desperately to be passed. Those opposed to this need only to attend two of the conferences I participated in to be convinced.

D) THE INTERNATIONAL PROGRAM is one that I never fully understood or completely justify. It obviously needs help and I think future officers would appreciate a broader communications line with International.

E) PROFICIENCY AWARD FUNDING is grossly unfair to larger states.

F) FFA CENTER STAFF SALARIES are a touchy issue, but one that needs to be addressed. I think that it is absurd for an employee in any organization to expect a raise just because he or she has been employed a certain amount of time as identified in our salary scale. Maybe I'm old fashioned, but I still believe the philosophy that an individual should be paid one dollar for a dollars worth of work.

GENERAL OBSERVATIONS

A) VOCATIONAL AGRICULTURE TEACHERS are the backbone of our organization. I am concerned that the Agricultural Education curriculum in many colleges and universities put such minute emphasis on FFA. The national organization should start a tremendous effort in informing teacher educators across our land about the importance of FFA. Informative brochures should be sent to every agricultural education major in America. Workshops could be held by national officers on university campuses as a recruiting mechanism for competent FFA Advisors. This, in my mind, is the greatest challenge the FFA has faced in many years. The number one priority for our organization in the near future must be to assure that our "backbone" remains solid.

B) THE NATIONAL FFA STAFF is composed of an extraordinary group of people. Under the direction of Mr. Byron F. Rawls, they have begun to master the art of cooperation and unity. I believe that their efficiency will be improved after the new interior design at the Center is completed.

I have attempted to keep this report brief. I have been critical on many issues that effect the Future Farmers of America and I have failed to mention many of the positive assets our organization offers. Needless to say the positive areas of our organization out weigh enormously the weak areas. The greatness of the FFA lies in our ability to deal constructively with these concerns which I have outlined in my report.

I feel that I owe a special thanks to all of you for setting the proper example for FFA members everywhere to follow, and an extra special thanks to Mr. Tony Hoyt, Mr. Byron Rawls, and Mr. Coleman Harris for their untiring efforts in behalf of this years' national officer team.