

## MINUTES

### MEETING OF THE NATIONAL BOARD OF DIRECTORS AND NATIONAL OFFICERS OF THE NATIONAL FFA ORGANIZATION

Alexandria, Virginia

January 23-27, 1994

#### Sunday (January 23, 1994)

The Board held a special session for Committee and Task Force Reports and discussion at the Old Colony Inn in Alexandria, VA.

#### Monday (January 24, 1994)

Standing Committee Meetings were held at the National FFA Center in Alexandria, VA. The committees met from 8:30 a.m. until 4:00 p.m. The committees which met were Program Development and Direction; Finance; Policy, Constitution and Bylaws; and Board of Directors Education.

#### Tuesday (January 25, 1994) — Opening Session

The meeting of the Board of Directors and National Officers of the National FFA Organization was called to order at 8:30 a.m. in the Washington Room of the National FFA Center, Alexandria, Virginia by Curtis Childers, National FFA President. Following is a listing of all Board members who were present:

##### Board of Directors:

Larry D. Case, Chairperson of the Board and Coordinator, Agricultural & Rural Education, Office of Vocational and Adult Education, U.S. Department of Education, Washington, D.C.  
Edward Smith, State Supervisor, Agricultural Education, State Department of Vocational-Technical Education, Stillwater, OK  
Dewey W. Stewart, Vocational Specialist, Agribusiness Education, State Department of Education, Indianapolis, IN  
James Craft, (USDE Representative), State FFA Executive Secretary, Illinois FFA Center, Roanoke, IL  
Les Thompson, (USDE Representative), Chief, Appalachian Regional Staff, Division of National Programs, Office of Vocational & Adult Education, U.S. Department of Education, Washington, D.C.  
Marion D. Fletcher, State Supervisor, Ag Education, State Department of Education, Little Rock, AR  
Edward D. Stephens, (USDE Representative), Ag Education Instructor, Carthage Area Vo-Tech School, Carthage, MO  
Everett Harris, State Consultant, Agricultural & Natural Resources Education, The University of Vermont, Burlington, VT  
Jamie M. Cano, (USDE Representative), Assistant Professor, Agricultural Education, The Ohio State University, Columbus, OH

Officers of the Board of Directors:

Larry D. Case, National FFA Advisor and Coordinator, Agricultural & Rural Education,  
Office of Vocational and Adult Education, U.S. Department of Education, Washington, D.C.  
Coleman Harris, National FFA Executive Secretary and Education Program Specialist,  
Agriculture, Division of Vocational-Technical Education, U.S. Department of Education,  
Washington, D.C.  
Charles L. Keels, National FFA Treasurer, Lead Consultant, Agricultural Education,  
North Carolina Department of Public Instruction, Raleigh, NC

Board of National Officers:

Curtis C. Childers, National FFA President, Glen Rose, TX  
Andrew McCrea, National FFA Secretary, Maysville, MO  
Raquel Lacey, National FFA Vice President, Nokomis, IL  
Liam Brody, National FFA Vice President, Greenville, NY  
Steven Mitchell, National FFA Vice President, Pineville, AR  
Tyler Grandil, National FFA Vice President, Gilbert, AZ

Consultants:

Tom Klein, President, NVATA, Elko, NV  
Merle Richter, President-Elect, NVATA, Bloomer, WI  
Samuel Custer, Vice President, NVATA, Versailles, OH  
Tom Heffernan, Vice President, NVATA, Poteet, TX  
David E. Cox, Associate Professor, Department of Ag Education, University of Arizona,  
Tucson, AZ  
Michael K. Swan, Assistant Professor, Agricultural & Extension Education, North Dakota  
State University, Fargo, ND  
Carl Beeman, Professor & Chairman, Agricultural & Extension Education, University of  
Florida, Gainesville, FL  
Dennis C. Scanlon, Associate Professor, Agricultural Education, The Pennsylvania State  
University, University Park, PA  
Jim Guilinger, Member-at-Large Representative, FFA Alumni Council, Rantoul, IL  
Kenneth Natzke, Central Region Representative, FFA Alumni Council, Bonduel, WI  
Jeanea Lambeth, Western Region Representative, FFA Alumni Council, Gilbert, AZ  
Kevin White, Past National FFA Officer, Redding, CA

Others present for all or portions of the meeting:

FFA and AERO staff participated throughout the week.

National FFA Foundation staff: Doug Butler, Senior Regional Director; Glenn Sims,  
Senior Regional Director; and Jim Gibson, Regional Director.

1. REFLECTIONS

Reflections - by Andrew McCrea, National FFA Secretary.

2. SEATING OF NEWLY-ELECTED NATIONAL OFFICERS AND

CONSULTANTS - Chairperson Case introduced and welcomed to the Board the  
new National Officers (Board of National Officers is listed above.) and Consultants  
— Samuel Custer (Ohio); Tom Heffernan (Texas); Michael Swan (North Dakota);  
Dennis Scanlon (Pennsylvania); Jim Guilinger (Illinois); and Kevin White (California).

3. REVIEW AND ADJUSTMENTS OF AGENDA

Chairperson Case reviewed the agenda and stated that the Diversity report and  
Contests and Awards report would be moved to the afternoon session.



4. REVIEW OF OPERATING PROCEDURES

Chairperson Case explained the Board's function and purpose and stated that discussion was open to all. He explained the voting procedures and invited full participation of the National Officers, the adult members of the Board, as well as the Consultants.

5. APPOINTMENT OF SPECIAL COMMITTEE

A special committee was appointed to select a Foundation Trustee (USDE) to replace Jamie Cano and Governing Committee member to replace Dewey Stewart.

MOTION: It was moved by Liam Brody (Eddie Smith), seconded by Steven Mitchell (Marion Fletcher) and carried to designate Les Thompson to replace Jamie Cano as a Foundation Trustee (USDE) and Eddie Stephens to replace Dewey Stewart as a Governing Committee member.

6. SELECTION/ELECTION OF FFA BOARD MEMBER TO SERVE ON THE COUNCIL'S BOARD OF DIRECTORS

MOTION: It was moved by Liam Brody (Eddie Smith), seconded by Steven Mitchell (Marion Fletcher) and carried to designate Les Olson to serve a three-year term on the Council's Board of Directors beginning in July, 1994.

7. OVERVIEW OF NATIONAL OFFICER ACTIVITIES

Curtis Childers led a review of the activities of the National FFA Officer Team and their activities since their election at the 1993 National FFA Convention in November. (Appendix 1)

MOTION: It was moved by Eddie Smith, seconded by Dewey Stewart and carried to accept the report of the National Officers.

8. REMARKS - CONSULTANTS TO THE BOARD

Remarks by Consultants were as follows:

Agricultural Education Instructors — Tom Klein. (Appendix 2)

Agricultural Teacher Educators — Dr. Carl Beeman.

Alumni Council — Kenneth Natzke.

Past National Officer — Kevin White.

MOTION: It was moved by Tyler Grandil (Jamie Cano), Steven Mitchell (Jim Craft) and carried to accept the reports of the Consultants.

9. APPROVAL OF MINUTES

Add Item #12 to the November 1993 Minutes:

**Audit Report - No action taken. The Board asked that the Audit Report be held for consideration until the January, 1994 meeting to allow ample time for individual review.**

MOTION: It was moved by Liam Brody (Dewey Stewart), seconded by Andrew McCrea (Marion Fletcher) and carried to approve the July, 1993 and November, 1993 Minutes as corrected.

10. REPORT OF NATIONAL TREASURER

Charles Keels reviewed the current financial year report.

MOTION: It was moved by Steven Mitchell (Marion Fletcher), seconded by Andrew McCrea (Jim Craft) and carried to accept the report of the National Treasurer.

11. SPECIAL COMMITTEE REPORT — VISIONING TASK FORCE

Carl Beeman (Co-Chairperson) presented the report for the Visioning Task Force.

MOTION: It was moved by Liam Brody, seconded by Raquel Lacey that the current "Aim and Purposes" be replaced with the proposed "Mission and Strategies." We further recommend that the Strategies be referred to the FFA Delegate Assembly in 1994 to give them the opportunity to make any recommendations for consideration by the Board, who has ultimate responsibility for acceptance or rejection of this recommendation.

AMENDMENT: It was moved by Raquel Lacey (Les Thompson), seconded by Steven Mitchell (Jim Craft) to recommend that the Strategies be referred to the FFA Delegate Assembly in 1994 to give them the opportunity to make any recommendations for consideration by the Board in January, 1995 who has ultimate responsibility for acceptance or rejection of this recommendation.  
**Motion as amended failed.**

MOTION: It was moved by Steven Mitchell, seconded by Andrew McCrea to replace the Current "Aims and Purposes" with the "Mission and Strategies" and that it be referred to the FFA Delegate Assembly in 1994 to give them the opportunity to make any recommendations for consideration by the Board in January, 1995 who has ultimate responsibility for acceptance or rejection of this recommendation.

AMENDMENT: It was moved by Raquel Lacey, seconded by Tyler Grandil to replace the current "Aims and Purposes," in January, 1995, immediately following the January Board meeting, with the proposed "Mission and Strategies" and that it be referred to the FFA Delegate Assembly in 1994.  
**Motion as amended failed.**

MOTION: It was moved by Liam Brody (Everett Harris), seconded by Steven Mitchell (Eddie Smith) and carried that the current "Aims and Purposes" be replaced with the proposed "Mission and Strategies."

MOTION: It was moved by Raquel Lacey (Dewey Stewart), seconded by Andrew McCrea (Marion Fletcher) and carried to accept the revised report of the Visioning Task Force. (Appendix 3)

MOTION: It was moved by Steven Mitchell (Jim Craft), seconded by Liam Brody (Les Thompson) and carried to adopt the report of the Visioning Task Force and to commend the committee for a job very well done.



12. SPECIAL COMMITTEE REPORT — POLICY UPDATE COMMITTEE

Marion Fletcher, Chairperson, presented the report for the Policy Update Committee.

MOTION: It was moved by Andrew McCrea (Eddie Smith), seconded by Tyler Grandil (Jamie Cano) and carried that following a review by the Policy Update Committee (does not require another meeting), identify a writer/editor to research, compile, format and place in proper form the Policy Book by July 1, 1994 based upon the Policy Update Committee Report of January, 1994 (Funding as required to come from the same source of funding as used for the Policy Update Committee travel.) and, further, that a final review in July of 1994 be conducted by a committee of three (3) from the Policy Update Committees (Both the April and October, 1993 committee members) to be named by the Board Chairperson.

MOTION: It was moved by Liam Brody (Jim Craft), seconded by Raquel Lacey (Les Thompson) and carried to adopt the report of the Policy Update Committee.

13. SPECIAL COMMITTEE REPORT — TASK FORCE ON FFA AND ALUMNI RELATIONSHIP

Marion Fletcher, Chairperson, presented the report for the Task Force on FFA and Alumni Relationship.

MOTION: It was moved by Steven Mitchell (Jamie Cano), seconded by Andrew McCrea (Dewey Stewart) and carried to accept the Task Force Report on the Relationship between the National FFA Organization and the National FFA Alumni Association and to provide this task force with funds (not to exceed \$2,500) for the purpose of developing recommendations for the July, 1994 Board meeting on FFA policies and administrative guidelines required to accomplish items listed in the report. The Task Force is to be commended for a job well done. (Appendix 4)

14. SPECIAL COMMITTEE REPORT — INTERNATIONAL TASK FORCE

Everett Harris, Chairperson, presented the report for the International Task Force.

MOTION: It was moved by Andrew McCrea (Jamie Cano), seconded by Steven Mitchell (Les Thompson) and carried to adopt the report of the International Task Force and instruct the staff to begin implementation of the report. (Appendix 5)

MOTION: It was moved by Liam Brody (Dewey Stewart), seconded by Raquel Lacey (Marion Fletcher) and carried to accept the report of the International Task Force.

15. PROGRAM DEVELOPMENT AND DIRECTION COMMITTEE

a. Andy Markwart presented the summary of the report, recommendations and commendations regarding the National Officer selection process.

b. MOTION: It was moved by Raquel Lacey (Eddie Smith), seconded by Andrew McCrea (Les Thompson) and carried to approve the establishment of a National FFA Public Relations Workshop to be conducted at the National Convention in cooperation with AVA, Agricultural Education Division and request special project funding from the National FFA Foundation Board of Trustees in the amount of \$3,500 for this purpose.

- c. MOTION: It was moved by Tyler Grandil (Marion Fletcher), seconded by Liam Brody (Eddie Smith) and carried to approve State Staff Support Initiative of Partners Team and authorize future projects accepted by State Leaders Task Force. Projects with budget exceeding \$25,000 will require Board of Directors approval. If Foundation funding is requested, approval of the Trustees is required. Projects less than \$25,000 may proceed with Task Force and FFA Management approvals.
- d. MOTION: It was moved by Steven Mitchell (Marion Fletcher), seconded by Andrew McCrea (Dewey Stewart) and carried to accept the report of the Partner Development Team.

16. STANDING COMMITTEE REPORT - POLICY, CONSTITUTION AND BYLAWS

Marion Fletcher (Chairperson) presented the report of the Policy, Constitution and Bylaws Committee.

MOTION: It was moved by Andrew McCrea (Jim Craft), seconded by Liam Brody (Everett Harris) and carried that the following exempt employee policy regarding "compensatory time" for weekend work be approved, effective on February 1, 1994:

Exempt employees are eligible to earn "compensatory time" for weekend work once a base of 5 (five) weekend days is logged. A weekend day is required work or required travel that causes the exempt employee to have a flight departure or meeting starting time before 1:00 p.m. or flight arrival or meeting ending time after 1:00 p.m. on a Saturday or Sunday. No workday evening work will be counted. Employees, after logging the base of 5 (five) weekend days, will earn 1 (one) day compensatory time for every additional day of weekend work or travel required. The work or travel must all be at the request of the employee's supervisor and be pre-approved. No credit will be given for work at home under any circumstances. Supervisors will report necessary work to the Chief Operating Officer and to the personnel staff who will maintain all records. Compensatory time earned will not be banked, but rather must be used within four weeks of being earned.

MOTION: It was moved by Steven Mitchell (Les Thompson), seconded by Liam Brody (Eddie Smith) and carried that the policy and procedure regarding educational support to encourage continuing education among the FFA Organization staff be approved as follows:

Policy:

The National FFA Organization shall provide financial support of job-related and/or career-related continuing education for all regular full-time employees. Job-related education includes that education deemed necessary by the National FFA Organization for continued employment with the organization. Career-related education includes that education which has a direct impact and value to the National FFA Organization as determined by the Chief Operating Officer.



Financial reimbursement for career-related education will include tuition and a flexible work schedule allowing for class scheduling. Financial support will provide tuition reimbursement not to exceed 75% of the average in-state public institution rate. Public institutions include regionally-accredited high schools, two-year institutions and universities (including Bachelor, Masters and Ph.D. programs). Reimbursement will be provided upon submission of proof of payment of tuition fees, completion of the classes and all related work and upon a passing grade as documented by the grade report or official transcript. A passing grade is a "C" or 2.0 on a 4.0 point scale. Employees will not be provided with any additional leave, but may arrange a flexible work schedule with prior approval by their supervisor to accommodate class scheduling. Employees must receive written approval prior to enrollment from the Chief Operating Officer to be eligible for reimbursement. In return for tuition reimbursement, employees agree to continue their employment with the organization at least 18 months beyond the completion of their class or course of study.

The meeting adjourned for official photo and lunch at 11:50 a.m.

#### **Tuesday (January 25, 1994) — Second Session**

The meeting of the Board of Directors and National Officers reconvened at 1:00 p.m. with all members of the Board present.

#### **16. STANDING COMMITTEE REPORT - POLICY, CONSTITUTION AND BYLAWS (continued)**

**MOTION:** It was moved by Tyler Grandil (Everett Harris), seconded by Andrew McCrea (Dewey Stewart) and carried that, effective with the July, 1994 Board Meeting, all Board Motion Forms include a policy implication statement.

**MOTION:** It was moved by Raquel Lacey (Jamie Cano), seconded by Tyler Grandil (Jim Craft) and carried that Eddie Smith be appointed Superintendent of the National FFA Officer Nominating Committee process for 1994.

**MOTION:** It was moved by Raquel Lacey (Eddie Smith), seconded by Andrew McCrea (Eddie Stephens) and carried that the National FFA position descriptions be adopted as written.

**MOTION:** It was moved by Tyler Grandil (Jamie Cano), seconded by Raquel Lacey (Everett Harris) and carried to suspend the policy regarding the selection of retired FFA Executive Secretaries to serve as Advisor to the National FFA Officer Nominating Committee process for 1994 (only) to allow the Eastern Region to select an active FFA Executive Secretary to serve a three-year term (1994 - 1996).

**MOTION:** It was moved by Steven Mitchell (Eddie Smith), seconded by Andrew McCrea (Les Thompson) and carried to accept the report of the Policy, Constitution and Bylaws Committee.

Marion Fletcher gave praise to Doug Daley and Andy Markwart for a job well done. He also spoke about jobs that still need to be done in time for the July, 1994 meeting. In particular, he spoke about the recommendations from the 1993 Delegates and Phyllis Lerner's report regarding the officer selection process.

Marion Fletcher gave praise to Doug Daley and Andy Markwart for a job well done. He also spoke about jobs that still need to be done in time for the July, 1994 meeting. In particular, he spoke about the recommendations from the 1993 Delegates and Phyllis Lerner's report regarding the officer selection process.

17. SPECIAL COMMITTEE REPORT — CONTESTS AND AWARDS STUDY TASK FORCE

Eddie Smith, Chairperson, presented the report for the Contests and Awards Study Task Force. Mr. Smith elaborated on the Proficiency Contests.

MOTION: It was moved by Tyler Grandil (Marion Fletcher), seconded by Liam Brody (Everett Harris) and carried to accept the implementation plan. (The implementation plan is available from Teacher Services Team.)

MOTION: It was moved by Steven Mitchell (Les Thompson), seconded by Liam Brody (Marion Fletcher) and carried to adopt the report of the Contests and Awards Study Task Force.

18. SPECIAL COMMITTEE REPORT — DIVERSITY/RECRUITMENT ACTION TASK FORCE

Marshall Stewart gave the report for the Diversity/Recruitment Action Task Force. The Chairperson (Robert Flores) was unable to attend this Board meeting. Much discussion followed regarding the four concept papers. The concern of the Board and Consultants was not diversity but the cost of implementation and the need for collaboration.

MOTION AS AMENDED: It was moved by Liam Brody (Dewey Stewart), seconded by Andrew McCrea (Everett Harris) and carried to approve and seek collaborative support from appropriate Agricultural Education Organizations for the four attached Diversity/Recruitment Action Force Concept Papers (Increasing Agricultural Education Program Access; Organizational Change Issues; Research/Outreach; and Teacher Preparation and Continuing Education.)

MOTION: It was moved by Liam Brody (Jamie Cano), seconded by Steven Mitchell (Eddie Smith) and carried to adopt the report of the Diversity/Recruitment Action Task Force.

Josie Garza commented positively about the changes that have taken place regarding diversity and the Board.

19. NATIONAL FFA ALUMNI ASSOCIATION BUSINESS AND ISSUES

Woody Cox reported and noted for the Board that life membership increased by 135% this past year.

MOTION: It was moved by Raquel Lacey (Les Thompson), seconded by Andrew McCrea (Marion Fletcher) and carried to adopt the report of the National FFA Alumni Association.



20. NATIONAL FFA FOUNDATION

Doug Butler gave the report of the National FFA Foundation. The new accrual accounting system for pledges required by the government is now in place. The total contributed was over \$5,400,000 — a 4.4% increase. Sponsor recognition will be reinvented in 1994 because of concern over member reaction during the Slide Show. Glenn Sims has been promoted to Senior Regional Director. Barb Havens was here last week to learn about the VAX system and will be taking on new duties.

Bernie Staller complimented the staff at Madison. Expectations for 1994 are for an even better year!! Strategically the Foundation is working on computer changeover (January, 1994 began). Joan Cieutat retires on August 31, 1994 and a system is being put into place to free that function in June to allow three months' overlap of training. The Foundation is also negotiating with individuals who have expertise working with philanthropic foundations. Jim Gibson's focus is philanthropy and government.

MOTION: It was moved by Liam Brody (Jamie Cano), seconded by Steven Mitchell (Jim Craft) and carried to accept the report on National FFA Foundation activities and commended the Foundation for a job well done.

The meeting adjourned at 3:30 p.m.

Wednesday (January 26, 1994) — Third Session

The meeting of the Board of Directors and National Officers reconvened at 8:30 a.m. with all members of the Board present.

21. STANDING COMMITTEE REPORT — BOARD EDUCATION

Everett Harris (Chairperson) presented the report of the Board Education Standing Committee. Chairperson Harris explained the mission and purpose of this new committee.

Suggestion was made to give inservice/orientation to the new National Officers on the structure of the Board meeting.

MOTION: It was moved by Liam Brody (Les Thompson), seconded by Andrew McCrea (Marion Fletcher) and carried to accept and instruct the CEO to begin implementation of the report. (Appendix 6)

22. STANDING COMMITTEE REPORT — FINANCE

Dewey Stewart (Chairperson) presented the report of the Finance Standing Committee and thanked the members of the committee and commended the staff.

Directors and Officers liability issues have been raised and staff has been asked to gather information and quotes. Quotes are requested on three different types of policies: one to include the Organization, Alumni and Foundation; second to include PAS and NYFEA; and the third to include NVATA and The Council.

Chairperson Stewart wanted the Board to be aware of the total upgrade and renovation costs of the property. Phase I will cost \$591,699; Phase II \$623, 210; Phase III \$756,400 for a total of \$1,971,309. These bids were given to us by Innovative Management Corp. which shows real costs when the report was put together. Property has been appraised at \$5.2 million.

MOTION: It was moved by Steven Mitchell (Everett Harris), seconded by Tyler Grandil (Jim Craft) and carried to approve \$17,100 from Capital Reserves for various repairs and equipment replacements.

MOTION: It was moved by Liam Brody (Marion Fletcher), seconded by Tyler Grandil (Jamie Cano) and carried to approve the Supplemental Retirement Plan in principle, with final review and approval of the Plan Document by the Governing Committee.

MOTION: It was moved by Raquel Lacey (Les Thompson), seconded by Andrew McCrea (Eddie Smith) and carried to accept the audit for the FFA Organization 1992-1993 fiscal year as prepared by Stoy, Malone & Co.

MOTION: It was moved by Steven Mitchell (Eddie Smith), seconded by Tyler Grandil (Marion Fletcher) and carried to accept the report of the Finance Committee.

23. REPORT ON ADMINISTRATIVE AND LEGAL MATTERS  
Bernie Staller gave an update on administrative and legal issues.

MOTION: It was moved by Liam Brody (Everett Harris), seconded by Steven Mitchell (Jamie Cano) and carried to accept the report on administrative and legal matters.

24. RECOGNITION OF RETIRING BOARD MEMBERS  
Chairperson Case thanked retiring Board members: Dewey Stewart, Jamie Cano and Everett Harris. Chairperson Case called on Stewart, Cano and Harris for comments.

MOTION: It was moved by Tyler Grandil (Eddie Smith), seconded by Andrew McCrea (Marion Fletcher) and carried to commend the retiring Board members.

Chairperson Case then led a round of applause for the retiring Board members.

25. REVIEW OF LONG-RANGE PLANNING MEETING AND BOARD MOTIONS TO COME BEFORE THE TRUSTEES  
Coleman Harris reviewed the procedures regarding the Long-Range Planning meeting and Board motions to come before the Foundation Board of Trustees.



26. COMPLETION OF UNFINISHED BUSINESS

Eddie Smith spoke on moving forward with the decisions regarding the property. It was decided to reconvene the Board meeting after the Long-Range Planning meeting.

MOTION: It was moved by Steven Mitchell (Marion Fletcher), seconded by Liam Brody (Eddie Smith) and carried that Michael Swan be appointed Chair of the Tabulation/Written Test Committee for the 1994 National Officer Selection process.

The Board recessed at 10:40 a.m.

The Board reconvened at 3:30 p.m. at the Old Colony Inn in Alexandria, VA.

MOTION: It was moved by Raquel Lacey (Eddie Smith), seconded by Liam Brody (Jamie Cano) and carried that Chairperson Case appoint a committee consisting of students, adults and any other outside groups that could address the issue concerning the site and facilities of the National FFA Center and that the committee provide a preliminary report to the July, 1994 Board meeting.

27. ADJOURNMENT

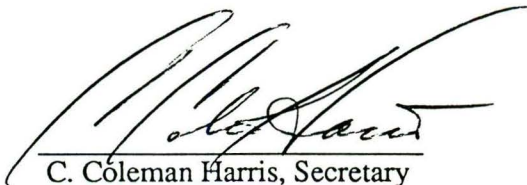
There being no further business to come before the Board, the meeting was adjourned at 4:00 p.m.

28. EXECUTIVE SESSION WITH SENIOR MANAGEMENT

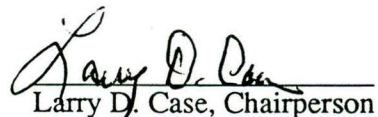
No motions in the Executive Session of the Board.

29. LONG-RANGE PLANNING MEETING

Appendix 7 consists of long-range planning reports for Convention, Partner Development, Student Services and Teacher Services.



C. Coleman Harris, Secretary



Larry D. Case, Chairperson

## 1994 National Officer Team Goals

¡Con Ganas, Sí Se Puede!  
*With Desire, Yes We Can!*

In order to fulfill our duties this year as officers, we must first understand our true selves, and then promise to better our lives so that, in turn, we may positively impact the lives of others.

Above all, we hope to be motivators, supporters, informers and movers for the students whom FFA touches.

- Provide a quality product that is perceived by students, teachers, parents and educational and business partners as adding value to the lives of students.
  - be aware of the concerns and needs in the field, so that we can constantly evaluate FFA's progress
  - make presentations to deliver the information needed for advisors and students to become more involved in value-adding FFA programs
  - participate in business visits to inform them about FFA's impact on students
  - keep students, teachers, and partners informed on new programs in FFA, beginning with our home chapter
- Continually build human resources through a highly motivated, committed and well trained national board, national staff and national FFA officers.
  - maintain contact with the board, staff and each other on a regular basis
  - keep up on agriculture, agricultural education and FFA issues
  - participate in the process of educating new board members
  - provide feedback to the staff for improvement in national officer training sessions, and ask for feedback from states and members on how we can improve our work as national officers



- Build and maintain a solid delivery system through:
  - a well trained, motivated state staff to provide state leadership
  - an adequate supply of well trained and motivated advisors with access to FFA tools to provide leadership.
- encourage students to become agriculture instructors
- serve the advisor as one of these "FFA tools"
- look for state staff feedback in national officer actions which can only improve the strong network
- Expand our customer base by expanding FFA membership that is representative of the student population.
  - share with students the opportunities available through FFA
  - work to serve and include all members equally
  - broaden awareness of cultural differences
  - include educational sessions on diversity and cultural awareness in SPC and NLCSO
- Establish and maintain a secure financial base.
  - make flight reservations early for optimal fares
  - be frugal with workshop material
  - use FFA supplies sparingly
  - encourage member support of the Foundation, beginning with our officer team

**Report to the FFA Board of Directors**  
by  
**Mr. Tom Klein, President**  
**National Vocational Agricultural Teachers' Association, Inc.**

We, the NVATA, Inc. Board of Consultants, would like to take this moment on the agenda of the Board of Directors of the FFA Organization to say thank you for the opportunity to serve the agricultural teachers of the country in this capacity. We believe it to be one of the most important tasks of communication that we perform in the course of our year of activities.

We have just completed another successful meeting of our board of directors. One of the more significant actions taken was to restructure our operations into the following three committees: Finance, Membership Development & Services, and Strategic Planning.

For the third consecutive year our six regional alternate vice presidents were brought in to receive orientation and training in the operations of the association, assist with the workload, and serve as consultants.

In addition, we have three resolutions to present to the FFA Board of Directors for their consideration and disposition.

Our executive committee, in recent action, voted to pursue the Agricultural Education Consultant to the National Science Teachers Association. This by procedure must be confirmed by the full board of directors at their next regular meeting. However, we think that to be no more than a formality.

Some of our new member services include: Liability insurance, Sam's Club passes, NVATA logo checks, and financial counseling services.

At our membership drive kickoff and gala in Nashville there were over 300 people in attendance. We are looking forward to next years convention in Dallas, TX. Where we will have either the Convention Shoot-out in Texas or Custer's Last Stand.

Now our 12,000 by 2000 membership drive motto "Each One Reach One".



# **NVATA**

**Professionals educating people about the science of life...  
Agriculture**

**5632 Mount Vernon Memorial Highway  
P.O. Box 15440  
Alexandria, VA 22309  
703-780-1862 FAX: 703-780-4378**

## **Memorandum**

**DATE:** January 24, 1994  
**TO:** National FFA Board of Directors  
**FROM:** Tom Klein, President  
**RE:** National Vocational Agricultural Teachers' Assn. Resolutions

Attached to this memo you will find documents of resolution enacted by the delegate assembly of the NVATA, Inc. at their annual business meeting in December of 1993. I am presenting these to this distinguished body for their consideration.

Please respond as to their final disposition.

Thank you for your time and consideration on these matters.

# NVATA

Professionals educating people about  
the science of life...AGRICULTURE

## RESOLUTION OF POLICY

- WHEREAS The NVATA and the FFA Organization have a proud and distinguished history; and
- WHEREAS The FFA Organization has a registered emblem representing our organization; and
- WHEREAS The FFA Organization receives funds from the different vendors at the National Convention, who sell in the FFA area, which didn't use the complete emblem, therefore be it
- RESOLVED That the NVATA recommend to the proper authorities, who are responsible for the convention marketing area, to use the complete emblem, and be it further
- RESOLVED That if the complete emblem isn't used, then the items should not be sold in the FFA sales area (Bartle Hall).

Given this seventh day of December, 1993

at Nashville, Tennessee



NVATA President



NVATA Executive Director



# NVATA

Professionals educating people about  
the science of life...AGRICULTURE

## RESOLUTION OF POLICY

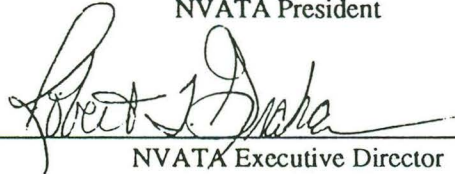
- WHEREAS The National FFA Convention is a tremendous teaching and motivational tool; and
- WHEREAS All participants pay the same registration fee to attend; and
- WHEREAS No one should have to arrive 1 1/2 to 2 hours prior to the start of a convention session; and
- WHEREAS The Kansas City Municipal Auditorium does not currently have adequate seating for the demand of convention participants; therefore be it
- RESOLVED That the NVATA Executive Director and the NVATA Board of Directors forward this resolution to the FFA Board of Directors for their consideration to develop a means by which all registered students be allowed to attend all the convention sessions in person.

Given this seventh day of December, 1993

at Nashville, Tennessee



NVATA President



NVATA Executive Director



# NVATA

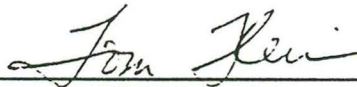
Professionals educating people about  
the science of life...AGRICULTURE

## RESOLUTION OF POLICY

- WHEREAS The National FFA Convention attendance has steadily increased; and
- WHEREAS The educational quality and experiences at convention have declined in conjunction with the increase in attendance and there is a need for alternative educational experiences; and
- WHEREAS The value of the registration fee has declined; and
- WHEREAS The parking fees at the American Royal have increased; therefore be it
- RESOLVED That the NVATA recommends to the National FFA Board of Directors that an American Royal parking pass be included in the advisors registration packet at no charge upon request.

Given this seventh day of December, 1993

at Nashville, Tennessee



NVATA President



NVATA Executive Director





## National FFA Organization

National FFA Center  
5632 Mt. Vernon Memorial Highway  
P.O. Box 15160  
Alexandria, VA 22309-0160

Telephone: 703/360-3600  
FAX: 703/360-5524  
Telex: 89 9121 / StarGram: FF100A

A National Student Organization  
Chartered by Congress as an  
Integral Part of Instruction in  
Agricultural Education

MASTER

May 18, 1993

**TO:** National FFA Board of Directors

**FROM:** Eddie Smith, Chairperson *End by HSW*

**SUBJ:** Visioning Committee Report

The Visioning Committee requested by the Board in January of 1993 was appointed by Board Chairperson Larry Case in February. The committee, which consisted of the following individuals, met on April 13-15, 1993 at the Holiday Inn - Washington/Dulles:

Barbara Kirby  
Teacher Educator  
North Carolina State

Carl Beeman  
Teacher Educator  
University of Florida

Becky McClinton  
Executive Secretary  
Texas

Blannie Bowen  
Teacher Educator  
Penn State

Nancy Trivette  
Executive Secretary  
New Jersey

Rosco Vaughn  
State Supervisor  
New Mexico

Tom Klein  
President-Elect NVATA  
Nevada

Mary Kane  
Executive Secretary  
Kansas

In addition, the following FFA Center staff participated:

Larry Case  
Bernie Staller  
Marshall Stewart  
Andy Markwart

Bill Stagg  
Joyce Winterton  
Coleman Harris

We were also pleased to have as a consultant David Trickett of the Center for Nonprofit Boards for the first day of our meeting. His insight and dialogue with the group was extremely helpful, particularly as it related to the visioning and mission development process.

There were six objectives which our committee focused on during the meeting:

- \* - The Development of an FFA Mission Statement.
- \* - The Identification of the FFA Board's Role and Function.
- \* - The Development of an FFA Board Operating Structure.
- \* - The Development of an FFA Board Assessment and Evaluation Plan.
- \* - The Development of an FFA CEO Assessment and Evaluation Plan.
- \* - The Development of an FFA Executive Secretary Assessment and Evaluation Plan.

Following you will find five component parts which make up our report:

1. Statement of FFA Mission.
2. Board Operating Structure.
3. Assessment and Evaluation of the Board of Directors.
4. Assessment and Evaluation of the CEO.
5. Assessment and Evaluation of the Executive Secretary.

The committee has asked me to relate to you that many of the evaluative statements in the Board, CEO and Executive Secretary Assessment and Evaluation plans are not now written in measurable terms. The intent of the committee was to first be sure to identify the Board areas of endeavor, the goals and, in less specific terms, the evaluative statements. The committee recommends that further work be done to develop assessment instruments for the Board, Chief Operating Officer, Chief Executive Officer and Executive Secretary.

Finally, on behalf of the Visioning Committee I would like to thank the Board for the opportunity we have had to serve. We are hopeful that our work will benefit the FFA and that the results of our efforts will be an organization better able and better prepared to "Make a difference in the lives of students by developing their potential for premier leadership, personal growth and career success."



## BOARD OPERATING STRUCTURE

The Visioning Committee recommends the following FFA Board structure:

### National FFA Board Standing Committees:

#### Board of Directors Education Committee

Responsible for the orientation and ongoing training of Board members. Develops and updates position descriptions for adult and student Board members, standing committee chairpersons, consultants and staff key consultants. Evaluates processes of the Board. Plans educational components for future Board meetings based upon recommendations from the Evaluation and Assessment Committee. Communicates externally to inform the field of the competencies needed to serve as a Board member.

Key Consultant: Coleman Harris with assistance of Larry Case and Bernie Staller.

#### Long-Range Planning Committee

Charged with articulating the vision of the organization and setting direction based upon customer needs. This group would include all adult Board members, consultants, appropriate national staff and individuals outside of the agricultural education arena in order to draw on expert and varied perspectives.

The group would meet as a whole for an initial briefing and then break into subcommittees focused on Students, Teachers, Partners and Communications/Public Image. Each of these groups would be expected to conduct long-range planning for their particular area and then report back to the whole group which would approve each subcommittee plan.

Key Consultant: Larry Case with assistance of Bernie Staller and Coleman Harris.

#### Program Development and Direction Committee

Develop parameters for programmatic areas within which staff may administer programs without regular Board approval. Committee would review only those things that are outside these parameters, including new programmatic areas or major changes within a programmatic area. Committee would also need to approve programs/projects that carry a budgetary impact higher than what policy would allow the COO to authorize. COO would deliver a report much like the Foundation currently does, highlighting areas of major interest and then requesting the committee to act upon the areas described above. Team leaders would report as appropriate. The COO would also address the whole group before this committee meeting so that all Board members could have input to this committee.

Key Consultant: Bernie Staller with assistance of Larry Case and Coleman Harris.

### **Finance Committee**

Fulfill the fiduciary responsibilities of the Board to ensure responsible financial management of the organization, including review of budget, investments and annual audit.

**Key Consultant:** Bernie Staller with assistance of Larry Case and Lennie Gamage.

### **Policy, Constitution and Bylaws Committee**

Develop, review and suggest organization policy revisions. Maintain and communicate organization policies. Monitor the Constitution and Bylaws of the organization and make recommendations to the Board regarding proposed Constitution and Bylaw amendments.

**Key Consultant:** Coleman Harris with assistance of Lennie Gamage, Andy Markwart and Doug Butler.

### **Evaluation and Assessment Committee**

Conduct evaluations of the Chief Operating Officer, Chief Executive Officer, Executive Secretary and the National FFA Board of Directors. Evaluation of the Board is to flow to the Education Committee for developmental purposes.

**Key Consultant:** Larry Case with assistance of Bernie Staller and Coleman Harris.

### **Other Major Points of Discussion:**

The committee agreed that the number of meetings should remain at two, occurring in January and July, with a special shortened version at the National FFA Convention. It would be the responsibility of the Evaluation and Assessment Committee to recommend a different schedule in the future.

The committee also agreed that standing committee meetings outside of the regularly scheduled Board meetings were not desirable and that the current use of task forces was working effectively.

Business requiring action between FFA Board meetings will be handled by the FFA Governing Committee provided for in the Federal charter.

It was recommended that the teacher educator consultants serve the Board by surfacing research relevant to the long-range planning and programs of the National FFA Organization in the form of executive summaries. The consultants could also serve as key contacts in surfacing National FFA research needs in the research community. It was agreed that the current Research Committee does not need to be continued and that the funds used by that committee in the past be appropriated at the COO's discretion.

The committee recommends that the new structure of the National FFA Board of Directors be implemented beginning with the January, 1994 meeting.



## ASSESSMENT AND EVALUATION OF THE BOARD OF DIRECTORS

### I. Background

The Board of Directors requested the development of a plan for assessment and evaluation of the Board at the January, 1993 meeting. National Advisor Case selected a group of individuals who functioned under the title of Visioning Committee. Their responsibility was to make recommendations to the FFA Board regarding FFA mission, role and function of the FFA Board and the assessment and evaluation of the Board, the CEO and the Executive Secretary. The COO Assessment and Evaluation Plan was approved by the Board in January and was used as a guide by the Visioning Committee.

### II. Mission and Core Critical Needs

The committee determined that it was appropriate to build the Board of Directors Assessment and Evaluation Plan on the same five (5) core critical needs as identified in the COO Plan.

The core critical needs are as follows:

- A. A quality product which is perceived as adding value to the lives of students by teachers, parents, and educational and business partners.
- B. A continual process of building human resources through a highly motivated, committed and well trained National Board of Directors, National Board of Trustees and national staff (including the voluntary staff of National FFA Officers).
- C. The building and maintenance of a solid delivery system through:
  - 1. Well trained, motivated state staff to provide state leadership; and
  - 2. An adequate supply of well trained and motivated advisors with access to FFA tools to provide local leadership.
- D. The establishment and maintenance of a secure financial base.
- E. The expansion of its customer base by expanding FFA membership that is representative of the student population.

The mission, as developed by the Visioning Committee, should permeate each of the core critical needs.

The proposed mission statement is as follows:

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

**NOTE:** Board is defined to include duly designated National FFA Board of Directors, National Officers and Consultants.

### III. Assessment Criteria for the Board of Directors

#### A. Education/Training

1. Is there a training/orientation program for all Board members?
2. Is there a plan for Board improvement based upon its assessment?

#### B. Fiduciary and Personnel Responsibilities

1. Does the Board provide effective oversight of personnel policies to ensure compliance with applicable laws?
2. Does the Board read and understand the organization's financial statements and fulfill its fiduciary responsibilities?
3. Does the Board exercise prudence in the management and investment policy of funds?
4. Do all Board members know the role of and interact with the National Officers?
5. Has the Board ensured that all personnel responsible for handling money are bonded?
6. Has an annual audit been conducted and has the Board reviewed that audit and any issues surfaced by the audit?
7. Does the Board understand its legal responsibilities?
8. Has the Board been kept informed of pending legal issues confronting the organization?

#### C. Communication

1. Do Board members listen to the opinions of the profession to ensure adequate planning, identification and discussion of relevant issues?
2. Is there a plan for informing the profession of adult Board vacancies and the needed qualifications/skills needed by adult Board members?

#### D. Organization and Operation of Meetings

1. Have all Board members reviewed all relevant materials well in advance of the meeting?
2. Have Board members properly prepared themselves for the meeting?
3. Does the chairperson of the Board ensure that all members have the opportunity to actively participate and contribute?
4. Do Board members feel welcomed to contribute agenda items?



5. Do Board members make contributions to the health and well-being of the organization? Have they "bought in"?
  6. Has the Board assumed ownership of the organization?
  7. Has the Board made decisions in the National interest of the organization?
  8. Do all Board members support the majority decisions of the Board rather than their personal feelings?
- E. Professionalism
1. Does the Board have a working code of ethics?
  2. Is there a conflict-of-interest policy adhered to by all Board members?
  3. Do Board members maintain a professional relationship with staff?
- F. Vision/Mission/Long-Range Planning/Goal Setting
1. Do all Board functions and activities flow from the Mission Statement?
  2. Has the Board completed an assessment of itself?
  3. Do all Board members know and support the organization's mission, purposes, goals, policies, programs, officers, etc.?
  4. Does the Board devote time for visioning activities?

#### IV. Process

- A. An orientation session for all new members.
- B. Self-identification of weaknesses will be referred to individual Board committees.
- C. Opportunity for ongoing training in identified areas of need at each Board meeting.
- D. Board establishes an action plan for input in self-identified areas of need (or weaknesses).
- E. Consider involving an outside consultant in the initial establishment of and refinement of this process.
- F. At the end of each Board meeting, time will be allotted for discussion of Board assessment, operation and performance.
- G. A written formal instrument of assessment will be administered to each Board member.

## ASSESSMENT AND EVALUATION OF CHIEF EXECUTIVE OFFICER

### I. Background

The Board of Directors requested the development of a plan for assessment and evaluation of the Chief Executive Officer position at the January, 1993 meeting. National Advisor Case selected an outstanding group of individuals who functioned under the title of Visioning Committee. Their responsibility was to make recommendations to the FFA Board regarding FFA mission, role and function of the FFA Board and the assessment and evaluation of the Board, the CEO and the Executive Secretary. The COO Assessment and Evaluation Plan was approved by the Board in January and was used as a guide by the Visioning Committee.

### II. Mission and Core Critical Needs

The committee determined that it was appropriate to build the CEO Assessment and Evaluation Plan on the same five (5) core critical needs as identified in the COO Plan.

The core critical needs are as follows:

- A. A quality product which is perceived as adding value to the lives of students by teachers, parents, and educational and business partners.
- B. A continual process of building human resources through a highly motivated, committed and well trained National Board of Directors, National Board of Trustees and national staff (including the voluntary staff of National FFA Officers).
- C. The building and maintenance of a solid delivery system through:
  - 1. Well trained, motivated state staff to provide state leadership; and
  - 2. An adequate supply of well trained and motivated advisors with access to FFA tools to provide local leadership.
- D. The establishment and maintenance of a secure financial base.
- E. The expansion of its customer base by expanding FFA membership that is representative of the student population.

The mission, as developed by the Visioning Committee, should permeate each of the core critical needs.

The proposed mission statement is as follows:

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



### III. Assessment Criteria for CEO Position

#### A. Vision/Long-Range Planning (40% of Total Assessment)

##### 1. Goals:

- a. Provide leadership in the development and implementation of the FFA vision, mission and strategic plan.

##### 2. How to Evaluate:

- a. Has CEO kept abreast of national trends and issues?
- b. Has CEO provided leadership in long-range visioning?
- c. Has CEO strived to communicate the Board mission and vision?
- d. Has CEO positioned the organization to take advantage of futuristic opportunities?
- e. Has CEO actively sought input from the agriculture community?
- f. Has CEO lead and promoted the organization's vision?

#### B. Organization and Operation of Meetings and Activities (20% of Total Assessment)

##### 1. Goals:

- a. Provide for the efficient operation of the Board of Directors.
- b. All programs and activities operate within the established Board policies and procedures.
- c. Communicate Board actions to agriculture education.
- d. Advise the National FFA Officers, Board of Directors, Delegates and Committees on matters of policy and assist the officers in conducting meetings and carrying out programs.

##### 2. How to Evaluate:

- a. Does CEO ensure the participation of all Board members?
- b. Does CEO ensure that all Board members/National Officers receive education and training?
- c. Does CEO remain well informed about issues?
- d. Does CEO maintain effective and orderly meetings?
- e. Does CEO assure that Board members receive adequate preparation prior to meetings?
- f. Does CEO follow Board policies in selection of task forces and standing committees?

- g. Does CEO ensure that Board policies and operations are communicated to the ag education field?
- h. Does CEO identify internal and external barriers to effective operations?
- i. Does CEO effectively utilize the Governing Committee?
- j. Does CEO effectively communicate Governing Committee actions to the Board?
- k. Does CEO provide for effective operation of National Officer teams?
- l. Does CEO provide for effective communication between official FFA delegates and the Board?
- m. Does CEO respond to concerns of the customers/partners?

C. Professionalism (20% of Total Assessment)

1. Goals:

- a. Maintain open and effective channels of communication with the agriculture community.
- b. An effective network of cooperation is maintained.
- c. Assure that effective leadership for FFA is in place.
- d. Administrative leadership is demonstrated by the CEO.

2. How to Evaluate:

- a. Does CEO make timely decisions pertinent to FFA and agricultural education issues?
- b. Does CEO serve to communicate Board policy rather than personal opinion?
- c. Does CEO work effectively with the AERO?
- d. Does CEO devote adequate time and effort to the FFA organization as National Advisor/CEO?
- e. Does CEO network with other agencies to communicate the organization's position and policy?

D. Fiduciary and Personnel (10% of Total Assessment)

1. Goals:

- a. Each FFA and FFA Foundation Board member and staff member has access to motivation and training opportunities as self identified.
- b. A "personal growth plan" arising from semiannual performance evaluations and annual peer performance evaluations will be developed and updated annually.



- c. Establishment and implementation of sound financial policies are carried through.
- 2. How to Evaluate:
  - a. Does CEO provide leadership to senior management team?
  - b. Does CEO ensure that all personal and financial policies are adhered to?
  - c. Is the CEO well informed of the organization's financial status?
  - d. Does the CEO support the role of the COO in matters of personnel?
  - e. Does the CEO assure that the organization is operating within the legal parameters of financial and personnel policy?
- E. Assessment and Evaluation (10% of Total Assessment)
  - 1. Goals:
    - a. Assure that appropriate assessment and evaluation processes occur.
  - 2. How to Evaluate:
    - a. Does CEO ensure that assessment and evaluation of COO and Executive Secretary occur?
    - b. Does CEO actively participate in the evaluation of the COO and Executive Secretary?
    - c. Does CEO ensure assessment and evaluation of Board and Board of Trustees?
    - d. Does CEO assume leadership in the general assessment of the FFA?
    - e. Does CEO assure that senior management team and Board embark on growth plans?

The Visioning Committee recommends that this Assessment and Evaluation Plan be consistent with the COO timetable recommendations (page 8: 3.B.6.) of the COO Assessment and Evaluation Committee Report.

## ASSESSMENT AND EVALUATION OF EXECUTIVE SECRETARY

### I. Background

The Board of Directors requested the development of a plan for assessment and evaluation of the Executive Secretary position at the January, 1993 meeting. National Advisor Case selected an outstanding group of individuals who functioned under the title of Visioning Committee. Their responsibility was to make recommendations to the FFA Board regarding FFA mission, role and function of the FFA Board and the assessment and evaluation of the Board, the CEO and the Executive Secretary. The COO Assessment and Evaluation Plan was approved by the Board in January and was used as a guide by the Visioning Committee.

### II. Mission and Core Critical Needs

The committee determined that it was appropriate to build the Executive Secretary Assessment and Evaluation Plan on the same five (5) core critical needs as identified in the COO Plan.

The core critical needs are as follows:

- A. A quality product which is perceived as adding value to the lives of students by teachers, parents, and educational and business partners.
- B. A continual process of building human resources through a highly motivated, committed and well trained National Board of Directors, National Board of Trustees and national staff (including the voluntary staff of National FFA Officers).
- C. The building and maintenance of a solid delivery system through:
  - 1. Well trained, motivated state staff to provide state leadership; and
  - 2. An adequate supply of well trained and motivated advisors with access to FFA tools to provide local leadership.
- D. The establishment and maintenance of a secure financial base.
- E. The expansion of its customer base by expanding FFA membership that is representative of the student population.

The mission, as developed by the Visioning Committee, should permeate each of the core critical needs.

The proposed mission statement is as follows:

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



### III. Assessment Criteria for Executive Secretary Position

#### A. Communications (20% of Total Assessment)

##### 1. Goals:

- a. Communicate effectively and in a timely manner with states regarding national policies, programs and activities.
- b. Represents National FFA and communicates its goals and mission to Vocational Student Organizations and other organizations, agencies and groups.
- c. Respond to state requests regarding constitutional, bylaw, public law and other official and legal matters.
- d. Assure compliance and assist states in the process of maintaining active State Associations.
- e. Participate in at least one state FFA convention and one convention of another student organization annually to communicate the FFA mission.

##### 2. How to Evaluate:

- a. Was the annual State Guide to National FFA Activities (including the calendar of events and due dates) delivered to the states on or before January 10th?
- b. Was a State Leader Satisfaction Survey completed regarding the State Guide and were the results provided to the Assessment and Evaluation Standing Committee of the Board?
- c. Was the monthly Update publication which is prepared by the Communications Resources Team (CRT) delivered monthly and in a timely manner?
- d. Were the state leaders surveyed to determine their level of satisfaction with Update and were the results provided to the Assessment and Evaluation Standing Committee of the Board?
- e. Was the information in Update accurate and were the quoted deadlines followed?
- f. Were all state requests for information and rulings provided in a timely manner?
- g. Were states which had not filed annual state reports with the National FFA Organization by August 15th notified and assisted with the process of compliance?
- h. Were reports completed regarding convention and meeting trips and were they provided to the Assessment Committee of the Board?

B. Administration and Management (30% of Total Assessment)

1. Goals:

- a. Complement, support and provide avenues for achieving the mission of the FFA.
- b. Cooperate with the FFA Communications Resources Team to provide oversight of the National FFA Officer system to assure that key messages are consistent with the FFA Mission and program of Agricultural Education.
- c. Achieve the convention objectives (as follows) by engaging a Center-wide cross team of staff and National FFA Officers in the development and operations of the convention:
  1. Provide motivational and inspirational experiences for students, teachers, partners and sponsors that lead to a renewal of commitment and enthusiasm.
  2. Create a compelling showcase featuring the value, achievement and future of FFA and agricultural education.
  3. Provide educational and training opportunities for students and teachers that enhance leadership, and personal and career development.
  4. Provide recognition to students, teachers, partners and sponsors for accomplishment and involvement.
  5. Build self-esteem and pride among students, teachers and partners.
  6. Facilitate the transaction of official business of the organization.
  7. Provide opportunities for involvement to the greatest possible number of students, and ensure equal access for all.
  8. Facilitate interaction among students, teachers, sponsors and partners.
  9. Build public support for the FFA and agricultural education.
  10. Attract and serve students who reflect the nation's social, cultural, economic, ethnic, geographic and agricultural diversity.
  11. Promote social interaction and awareness among students and teachers.
  12. Operate on a solid financial basis.
- d. Develop a realistic budget which provides the resources necessary for the Convention Managers to successfully fulfill their objectives as related to the overall mission of the convention.
- e. Provide support services to the convention through cooperative activities with the Kansas City FFA Advisory Council, Convention and Visitors Bureau, Chamber of Commerce, American Royal and the city of Kansas City.



- f. Operate a multifaceted convention which provides for, encourages and promotes increased convention attendance.
- g. Operate a convention which produces registration revenue to cover all direct and indirect operational costs while maintaining a least-cost registration fee.

h. ~~Coordinate convention Customer Service Profit Centers to increase FFA Organization revenue to include, but not be limited to, the:~~

- ~~1. Career Show.~~
- ~~2. Food Court.~~
- ~~3. Shopping Mall.~~
- ~~4. Catered Meals.~~

- i. Negotiate least-cost hotel accommodations and provide housing services to chapters, states and individuals.

2. How to Evaluate:

- a. Provide an annual evaluation to assess the degree to which the mission and objectives have been achieved. Gather feedback from a sample of convention participants and have the results been provided to the Assessment and Evaluation Standing Committee of the Board?
- b. Conduct a survey of State Staff, Center Staff and National FFA Officers to determine level of satisfaction with the convention.
- c. Has convention attendance increased and is there a system of onsite focus group interviews to monitor satisfaction levels of students, teachers, parents, administration, sponsors and guests to determine the success of the multifaceted convention operation approach? Has this information been provided to the Assessment and Evaluation Standing Committee of the Board and are there plans in place to solve identified problem areas?
- d. Has the overall program of the convention been designed to showcase the leadership of students and to get the students in the spotlight (showcase)? Has an assessment of customer satisfaction with student involvement been completed and provided to the Board Evaluation Committee?
- e. Have convention speakers been selected and prepared to deliver positive educational messages and is a process for monitoring the extent of achievement of this goal been put in place and have the results been provided to the Board Evaluation Committee?
- f. Has the hotel negotiation work produced a listing of desirable rooms at competitive and varied rates based upon quality, service and distance from the Convention Center? Has a customer survey been completed and provided to the Board Evaluation Committee?

C. Support Services (30% of Total Assessment)

1. Goals:

a. Develop and deliver in cooperation with the Partner Development Team inservice education to state staff (primarily Executive Secretaries) regarding national programs, objectives, initiatives, and activities.

- b. Function as Secretary to the National FFA Board of Directors, Governing Committee and the National FFA Foundation Board of Trustees.
- c. Maintain official records and historical documents of the National FFA Organization.
- d. Coordinate educational and orientational activities for Board members.
- e. Serve as key consultant to the Education Standing Committee of the Board.
- f. Develop and coordinate Board agendas, functions and activities.

2. How to Evaluate:

- a. Were state staff customers surveyed to determine areas of inservice needs and was this information used to guide the offerings of inservice education?
- b. Was an inservice program evaluation completed and used to guide future programming?
- c. Have Minutes been professionally developed and delivered in a timely manner?
- d. Are official records adequately stored and are they retrievable for reference?
- e. Was the educational program available to Board members evaluated by each Board member and was action taken to respond to needed change and/or adjustment?
- f. Was the Educational Standing Committee provided with necessary information, materials and services to accomplish the objectives of the committee in a timely and professional manner? Were committee members provided with an opportunity to evaluate the work of the key consultant?
- g. Were all Board agendas and materials professionally developed, easy to follow and provided in an organized and timely manner?

D. Leadership and Vision (20% of Total Assessment)

1. Goals:

- a. Assure that staff efforts (as related to the convention) are directed toward the vision, mission and strategic plan as approved by the Board.
- b. Provide visionary leadership as a member of the Senior Management Team, assuring focus on mission achievement in a cost-effective manner.
- c. Team with states in the visioning and program planning process to assure total engagement and ownership.



- d. Expand networking contacts to communicate the mission and enhance the image of the organization.

2. How to Evaluate:

- a. Were convention participants (customers) surveyed to determine if they felt the convention was progressive, visionary and useful?
- b. Were students and teachers who attended the convention able to recall the mission of the FFA and could they relate how the convention advanced, promoted or interpreted the mission?
- c. Has membership development been a focal point and has this contributed to a successful membership program?
- d. Are more students involved in FFA programs and activities this year than there were last year - Annual Report?
- e. Are innovative and emerging programs being established based upon the needs and the mission of the FFA?
- f. Are ongoing programs and basic FFA operations at the chapter/school level healthy and growing - Annual Report?
- g. Are ongoing programs and basic FFA operations at the state level healthy and growing - Annual Report?
- h. Have additional partners, supporters and cooperators been engaged in the activities of the organization and of what specific value is their involvement?
- i. What visionary approaches have been identified to further involve the FFA Alumni in support of the FFA?

## ASSESSMENT AND EVALUATION OF CHIEF OPERATING OFFICER

### I. Background

The Board of Directors requested the development of a plan for assessment and evaluation of the Board at the January, 1993 meeting. National Advisor Case selected a group of individuals who functioned under the title of Visioning Committee. Their responsibility was to make recommendations to the FFA Board regarding FFA mission, role and function of the FFA Board and the assessment and evaluation of the Board, the CEO and the Executive Secretary. The COO Assessment and Evaluation Plan was approved by the Board in January and was used as a guide by the Visioning committee.

### II. Mission and Core Critical Needs

The committee determined that it was appropriate to build the Board of Directors Assessment and Evaluation Plan on the same five (5) core critical needs as identified in the COO Plan.

The core critical needs are as follows:

- A. A quality product which is perceived as adding value to the lives of students by teachers, parents, and educational and business partners.
- B. A continual process of building human resources through a highly motivated, committed and well trained National Board of Directors, National Board of Trustees and national staff (including the voluntary staff of National FFA Officers).
- C. The building and maintenance of a solid delivery system through:
  - 1. Well trained, motivated state staff to provide state leadership; and
  - 2. An adequate supply of well trained and motivated advisors with access to FFA tools to provide local leadership.
- D. The establishment and maintenance of a secure financial base.
- E. The expansion of its customer base by expanding FFA membership that is representative of the student population.

The mission, as developed by the Visioning Committee, should permeate each of the core critical needs.

The proposed mission statement is as follows:

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



### III. Recommendation - Assessment Criteria for COO Position

#### A. Human And Fiscal Resources (30% of Total Assessment)

##### 1. Goals

- a. Each FFA and FFA Foundation staff member has access to motivation and training opportunities as self identified.
- b. Staff perceive their jobs as being important, that the work they do is "making a difference" and their "satisfaction index" of common job concerns remains positive.
- c. A "personal growth plan" arising from semi-annual performance evaluations and annual peer performance evaluations will be developed and updated annually.
- d. Training is provided on new FFA programs/activities on a regular basis for state staff.
- e. Training programs are made available for local advisors on FFA tools, activities and programs.

##### 2. How to evaluate:

- a. Was an FFA Organization or FFA Foundation staff generated training program in operation and perceived to be of value by the joint board assessment team?
- b. Was a staff satisfaction survey completed by all staff and were the results along with the past year results made available to the joint board assessment team?
- c. Does each staff have a personal growth plan in place and agreed to by both the staff member and their supervisor? Have two performance evaluations been conducted for every staff member and at least one peer evaluation been conducted for each staff member this year?
- d. Has training been made available on new FFA programs?
- e. Has FFA actively sought advisor and staff input into new FFA programs and activities (or revisions of such activities) to achieve direction and a "shared buy-in" by these groups?
- f. Has FFA instituted activities at the national FFA convention that build pride in the minds of state staff and local advisors and that convey a sense of urgency and importance to the work they do for FFA?
- g. Has FFA conducted periodic confidential review of national FFA officer performance and used the results of that review to counsel existing officers and train new national officers?
- h. Do the national FFA officers consistently convey pride and urgency in their messages to various FFA customer groups?
- i. Staff job descriptions are reviewed and updated annually.

#### B. Financial (30% of Total Assessment)

##### 1. Goals

- a. Build FFA organizational reserves to 50% of annual budget within 7 years. Annual budget is defined as the total organizational budget less cost of goods sold, *FFA New Horizons Magazine* printing/postage costs, international participant air fare and FFA Foundation funded programs/activities.
- b. Build FFA Organization capital reserves needed to meet short and long term projected capital needs.
- c. Build FFA Foundation reserves to 100% of annual budget within 5 years. Annual budget to include all anticipated expenditures during one fiscal year

less all projects funded for agricultural education groups other than FFA. "Reserves" not to include endowment funds that are "restricted in use".

- d. Provide adequate "start up, risk or venture" funds for new and innovative activities/programs.
- e. Operate both the FFA Organization and Foundation on a "break even" basis after funding needed set asides to accomplish a-d above.
- f. Achieve investment returns equal to the \_\_\_\_\_ index.
- g. Maintain "low" FFA Foundation fund raising and overhead fees.
- h. Explore alternative funding for FFA and the FFA Foundation.

2. How to evaluate:

- a. Has 20% of the next five years capital needs for the FFA Organization been set aside or does the capital reserve equal the projected five year need?
- b. Has 5% of the annual FFA Organizational budget (as defined earlier) been set aside in the capital reserve or does the capital reserve equal the projected 10 year need?
- c. Has 2% of the FFA Foundation's annual budget (as defined earlier) been set aside in the operating reserves or does the reserve equal 100% of next year's annual budget?
- d. Has at least 1% of the FFA Organization's budget (as defined earlier) been set aside and used for new and innovative programs or activities during the current year?
- e. Have both organizations operated at "break even" after meeting the set aside limitations noted earlier?
- f. Have investment returns equaled returns of the \_\_\_\_\_ index?
- g. Has the total administration and fund raising costs for the FFA Foundation remained under 20% of Foundation income?
- h. Has at least one new funding source or major enhancement to current funding sources been presented to each Board this year?
- i. Has the Board policy on "pricing services" and the Board policy on "determining supply item prices" been followed?

C. Outcomes (30% of Total Assessments)

1. Goals

- a. All programs and activities are to be customer responsive.
- b. An increase in the utilization/participation of major FFA programs.
- c. An increase in the number of sponsors attending national FFA convention.
- d. An increase in FFA membership.
- e. An increase in the number of schools with agricultural education/FFA programs.
- f. An FFA membership which mirrors student population diversity.
- g. Management information systems available to secure appropriate data.
- h. A clear, consistent image of the FFA to be provided to the public.
- i. Improved customer satisfaction.
- j. Increased FFA Foundation fund raising to match needs as identified by FFA and agricultural education related organization boards through the Foundation Sponsors Board.

2. How to Evaluate

- a. Were customer surveys conducted on at least 1/4 of all major National FFA programs this year? Are results of the surveys being used by the National staff and Board to revise or develop programs?
- b. How has the use or participation of major National FFA programs changed this year and over the past three years?



- c. Was sponsor attendance as measured by "percent of sponsor representatives" up at national convention?
- d. Has FFA membership increased at least 2% this year or at an 8% rate over the past 5 years?
- e. Has the number of FFA chapters increased this year?
- f. Does the FFA membership mirror the student population in demographic characteristics? Is the membership makeup moving toward equity? What new or revised programs are in place to address a broad base of FFA membership?
- g. Did the demographic make up of this year's national award winners (finalists, national winners, national officers selected and official participants at the national convention or other national finalists) mirror FFA membership demographics? Are the trend lines moving toward equity?
- h. Is a comprehensive management information system in place? Is appropriate management data shared with advisors, state leaders, national staff, AERO staff and both national boards?
- i. Are all public communications audited to provide a message consistent with the vision and mission of FFA?
- j. Were FFA's customers "more satisfied" with National FFA staff services as identified through a customer satisfaction survey to advisors and state staff than in previous years? Were educational customer satisfactions shown by increased purchases of educational items?
- k. Did the National FFA Foundation achieve its fund raising goal? Was that goal achieved within the anticipated budgeted expenditures?

D. Vision (10%)

1. Goals

- a. Staff efforts are directed toward the vision, mission and strategic plan as approved by the Board. Programs/activities are in alignment with the mission.
- b. Customer input is secured and available to the Board for the visioning process.
- c. National FFA officers understand and are able to clearly articulate the national vision and mission of FFA.
- d. All stakeholders can clearly communicate the vision and mission of FFA.
- e. National awards and activities for students represent the appropriate percentage of membership, is there a balance between "farm production" awards and "agribusiness" type awards.

2. How to Evaluate

- a. Does every FFA and Foundation team have a written program of activities and are those activities in alignment with the vision and mission of FFA?
- b. Was at least one "visioning" survey conducted among advisor, state staff and sponsor customers this year?
- c. Have national officers been trained to understand and articulate FFA's mission, vision and goals? Through confidential survey of national officer evaluations, what was the rating of their ability in this area? How does that compare with last year? Is the vision and goal a common thread throughout national officer speeches and presentations?
- d. Have at least two information pieces or activities this year including materials to help stakeholders understand FFA's mission and vision?
- e. How do national awards and activities mirror membership?

## **Minutes**

### **FFA Task Force on FFA and Alumni Relationship**

The meeting of the FFA Task Force on FFA and Alumni Relationship met at the Best Western Old Colony Inn in Alexandria, Virginia, on September 20-21, 1993. The task force was chaired by Marion Fletcher. Mark Williams, Jim Craft and Ray Herren served as members. Larry Case, Bernie Staller and Robert Cox were present as consultants.

This task force was charged with the task of examining and making recommendations concerning the relationship between the National FFA Organization and the National FFA Alumni Association. Mr. Fletcher lead a discussion on the existing references to the structure in the FFA and FFA Alumni minutes. Committee members reported on different structures of alumni associations at universities. The task force also reviewed and discussed FFA and FFA Alumni policies.

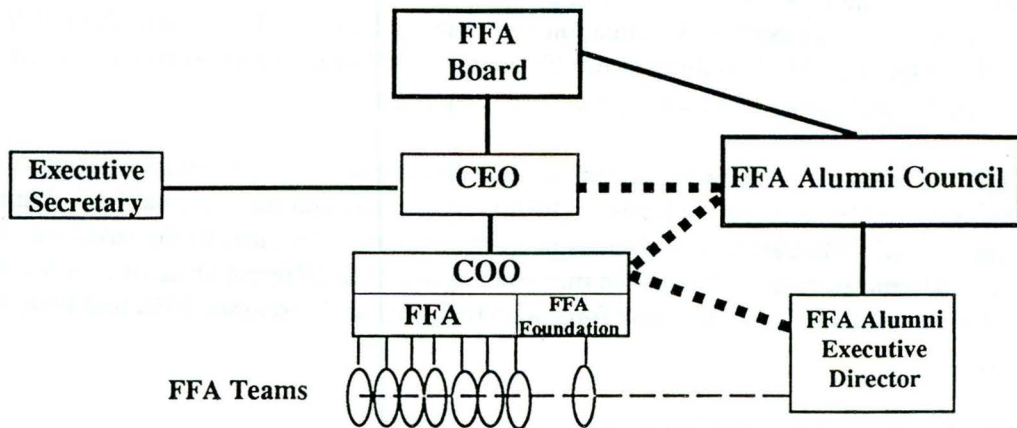
The task force developed the following recommendations:

1. Reaffirm the importance of the FFA Alumni Association and its work.
2. Reaffirm that the FFA Alumni Association is an affiliate of the National FFA Organization.
3. The mission of the FFA Alumni is to support the missions of FFA and agricultural education in addition to providing an avenue for interested people to connect with FFA.
4. Needs include:
  - a. Finding new ways to connect the FFA Alumni Council to long range plans of the FFA Board of Directors.
  - b. Finding new ways to connect the FFA Alumni staff to the internal planning process of the FFA staff in carrying out the FFA mission. (Example – FFA Alumni Director attend FFA Team Leader meetings and interface with Teacher Team.)
  - c. Exploring the development of a contract for services between the FFA Alumni Council and the FFA Board of Directors. ( i.e. – Spell out the COO and FFA Alumni Director relationship.)
  - d. Exploring FFA Alumni tax and liability issues and any impact on the FFA Organization.
  - e. The FFA Alumni Council and FFA Board of Directors should collaborate to develop evaluation procedures for staff working in the FFA Alumni area and organization areas.
5. The FFA Alumni Council will present a progress report, including program of action, budget, Alumni constitutional and policy changes, appointment of an Executive Director,



any legal concerns and any multiple year contracts to the FFA Board of Directors for its annual review and approval.

The task force recommended the following structure:



Suggested motion for FFA Board action – "I move to approve the task force report on the relationship between the National FFA Organization and the National FFA Alumni Association and to provide this task force with funds, not to exceed \$2,500, for the purpose of developing recommendations for the July FFA Board meeting on FFA policies and administrative guidelines required to accomplish items listed in the report."

Proposed time line:

Sept. 24	Cox sends copy of minutes to Fletcher.
Sept. 27	Cox sends copy of minutes to task force.
Oct. 4	Task force sends suggested changes and approval for distribution to Cox.
Dec. 1	Minutes mailed as part of FFA Board materials to FFA Board of Directors.
January	Presentation at FFA Board meeting.

If task report recommendations are approved by FFA Board:

April	Task force meets to develop recommendations and policies.
June	Recommendations mailed to FFA Board and FFA Alumni Council.
July	Presentation at FFA Board meeting.
September	Implementation of approved structure.

## International Task Force Report

### FFA Mission Statement

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

### FFA International Philosophy

Cultural exchanges have long been the focus of FFA International Programs. However, a review of current circumstances and an analysis of FFA's vision for the future requires a broader view of international agriculture and FFA's role in it. This broader view includes individual involvement at all levels of the FFA experience. This experience may be as simple as studying the culture of another country or as complex as immersion activities in other countries.

The need for developing an awareness of the global nature of the agricultural industry has become one of the major issues of our time. It has become increasingly apparent that if a person is to be considered educated in agriculture, he/she must be cognizant of the inter-relationships of various agricultural systems and the governments, cultures and societies in which they function. It is no longer sufficient to know how to produce food and fiber and conduct or manage the many tasks in today's agricultural industry. Development and enhancement of one nation's agricultural system is unavoidably interwoven with those of other nations. If these developments and inter-relationships are to be successful, it is critical that students of agriculture and agricultural educators become knowledgeable about systems of agriculture in cultures and societies around the world.

(Based on *Internationalizing Agricultural Education: A Rationale*, 1992  
International Task Force, National Council for Agricultural Education)

### FFA 's International Mission

Every student will have a quality international experience during their FFA membership.

### Goals

Participants will:

- develop a personal sense of global inter-connectedness.
- develop an understanding of world agricultural systems.
- enrich their lives by appreciating and valuing the cultural diversity of this and other countries.



## Strategies

To accomplish these goals, the National FFA Organization will:

- Internationalize FFA activities.
  - Develop linkages and collaborative initiatives with appropriate internal and external organizations; provide opportunities for participants to develop a working relationship with agricultural youth groups in other countries; move to incorporate an international component into all FFA activities and awards.
- Provide a diverse, multi-faceted set of products and services related to international.
- Provide quality international products or services (as perceived by the customer) including an ongoing evaluation and assessment of products and services.
- Operate current exchange programs on a break-even basis. Future international products or services will operate consistent with fiscal policies of the Board of Directors.

## Outcomes

The expected outcomes of these goals and strategies are as follows:

Advisors, through participation in selected internationally focused training programs:

- a) will be able to identify local, state, national and international resources to provide instruction on international agriculture/activities.
- b) will use appropriate local, state and national materials in their FFA leadership development programs.

FFA chapters will conduct and report internationally focused activities which have:

- a) enriched students' membership experience and
- b) assisted their community in acquiring a more global perspective.

Local, state, and national candidates for office and awards in FFA will describe an/or explain at least one issue related to international agriculture.

Every nationally sponsored FFA activity will have an international component.

Appendix A  
Possible Experiences Include:

Advisor materials/FFA/Events  
Global education chapter planning package  
Infuse into Program of Activities  
International component to degree program  
Train teachers - preservice/in-service  
International ag literacy materials  
Utilize international as recruitment tool  
Recognition programs  
Skill Olympics  
Commodity challenge  
International Judging contests  
International Marketing contests  
Educate officers at all levels  
State staff activities  
International bulletin boards (student-to-student communications)  
School-to-school satellite links  
WCP visits Embassy  
State Presidents with International component  
International leadership conference  
International youth issues forum  
World Congress of ....various groups  
School to school linkages  
International newsletters, student-to-student communications  
International volunteerism conference  
Youth ag peace corps  
International leadership youth camp  
Assistance to emerging international youth organizations  
University linkages  
Work with Foreign language classes/groups  
Donating technology to other countries  
Send books  
International pen pals  
International speakers at Kansas City  
International career workshops in Kansas City  
Massing of international flags at national convention  
International items in catalog  
International food fair at convention  
International talent at convention  
International firms area at career show  
Hall of states booths with international angle  
Convention international greetings via satellite



## Management

Strategic alliances, joint ventures, outsourcing

Systematic evaluation plan

Marketing and communications plan

International page in the magazine

Utilization of past participants

## Exchanges

High and low levels of supervised exchanges

Student and teacher, age limits for inbound and outbound

Alternative funding, including loans, grants, scholarships, Foundation sponsorship, fundraising starting at ninth grade, enhanced local fundraising

College and high school credit

Diversity of placements, including agribusiness

Teacher exchanges

Student exchanges

Theme exchanges (NAFTA, GATT)

Exchanges in North and South America (Canada, Mexico)

Unique locations

Internships/ambassadorships

State to state exchanges

Country communications package for each exchange participant

## Board of Directors Education Committee Report

### *FFA Board of Directors Education Committee Mission:*

Provide the process for the education of new and existing Board members to enable them to effectively and efficiently lead the FFA Organization to accomplish its mission.

### *Objectives:*

1. Implement orientation session for new Board members prior to their first meeting.
2. Establish an inservice education program for existing Board members.
3. Develop position descriptions for Board members.
4. Evaluate the operation of the Board on an annual basis.
5. Provide communication to the profession regarding:
  - The expectations needed to serve as a Board member
  - The role and function of the Board of Directors.

### *Education Needs:*

- Pre-service educational session
- Inservice education session
- Assessment instrument
- Develop job descriptions
- Communique

### *Short and Long-Term Plan of Action:*

- |  |              |
|--|--------------|
| • Orientation for new Board members  | July 1994    |
| • Inservice for continuing Board members   | July 1994    |
| • Draft of position descriptions   | July 1994    |
| • Develop communication standard to describe expectations necessary to serve as Board member                             | July 1994    |
| • Develop communication standard to describe the role and function of the Board  | July 1994    |
| • Draft of assessment instruments<br>(use criteria developed by visioning committee and adopted by the Board as a guide) | January 1995 |
| • Evaluate the operation of the Board  | July 1995    |



*Details for Board Education — July, 1994 Board of Directors Meeting:*

*1. Preservice Education for New Board Members:*

- Board operation and policies
- Physical layout of Board meeting
- Conflict of interest
- Protocol
- Voting process
- Dichotomy of Boards
- Role of consultants
- Board members' biographies
- Role of staff
- Tour of the FFA Center
- Board Minutes for previous year
- Issues and concerns
- Expectations of a Board member (oral and written)
- Incoming Board member's perception of his/her role on the Board
- Orientation evaluation after first Board meeting
- Expenses and travel arrangements for Board meeting
- Pre-meeting conference call
- Interaction and relationship between the Board of Directors and Board of Trustees
- Fiduciary responsibility and accountability

*2. Inservice Education for All Board Members:*

- Review criteria for evaluation and seek input (agenda item)
- Informal activity (Saturday night)
- Presentation of role and expectations of Board members
- Presentation on futuristic directions/issues  
(alternate agriculture and education every other meeting)

## LONG-RANGE PLANNING — CONVENTION (THURSDAY — JANUARY 27, 1994)

PARTICIPANTS: Jamie Cano (Chairperson), Kevin Keith, Dewey Stewart, Tom Heffernan, Liam Brody, Raquel Lacey, Jack Pitzer, Larry Case and Coleman Harris

REPORT: Following the review of the convention data, mission and objectives. Important points for guiding the development of future conventions were developed by the committee and reported to the FFA Board by Chairperson Jamie Cano.

1. The convention (including all of the component parts) should be focused on achieving the mission and objectives as stated below:

*The mission of the National FFA Convention is to make a positive difference in the lives of students by developing their potential for premier leadership, personal growth and career success through agricultural education. In order to accomplish this, the convention seeks to achieve the following key objectives:*

- \* Provide motivational and inspirational experiences for students, teachers, partners and sponsors that lead to a renewal of commitment and enthusiasm.*
- \* Create a compelling showcase featuring the value, achievement and future of FFA and agricultural education.*
- \* Provide educational and training opportunities for students and teachers that enhance leadership, personal and career development.*
- \* Provide recognition to students, teachers, partners and sponsors for accomplishment and involvement.*
- \* Build self-esteem and pride among students, teachers and partners.*
- \* Transact the official business of the organization.*
- \* Provide opportunities for involvement to the greatest possible number of students and ensure equal access for all.*
- \* Serve as a "meeting ground" for agricultural education to build networks and facilitate interaction among students, teachers, sponsors and partners.*
- \* Build public support for the FFA and agricultural education.*
- \* Attract and serve students who reflect the nation's social, cultural, economic, geographic and agricultural diversity.*
- \* Promote social interaction and awareness among students and teachers.*
- \* Operate on a solid financial basis.*



2. The convention should continue to be the premier leadership event for FFA members, advisors and partners. It is important not to let "dollars" override our purpose.
3. Throughout the convention it should be made clear that the FFA is an integral part of the total program of Agricultural Education. Other elements of the Agricultural Education program may or may not function in conjunction with the convention.
4. The backdrop of the FFA convention should continue to be the Agricultural Industry.
5. Whole-person development is a focus of Agricultural Education and should continue to be of prime importance at the National FFA Convention. This focus should include major youth issues, but the convention should not become the forum for debating these issues or for serving other youth and youth-serving organizations.
6. The priority focus of the National FFA Convention general sessions should be to recognize and showcase student accomplishments.
7. Major National FFA Convention events/entertainment should occur at the end or near the end of the convention.
8. Continued increases in convention attendance is desirable to provide for a growing number of students, advisors and guests to engage in and experience a National FFA Convention.
9. To serve the growing number of convention attendees (as many as 45,000 by 1998 if the convention continues to grow as it did between 1990 and 1993) initiate the following: (Data sheet attached.)
  - a. Continue the expansion of the multiple-activity approach to engage the growing number of students, teachers and guests (Career Show, Workshops, Tours, National Finals Hall, etc.).

**NOTE:** It is important to evaluate each alternative activity and organize these activities in a systematic and consistent manner to build customer understanding and acceptance. Example — If workshops begin at 11, 1 and 3 on Thursday, do the same on Friday, etc.

  - b. Experiment with ticketed multiple offerings of general sessions scheduled at times when a high percentage of convention attendees wish to attend or when the general session program includes major, high-interest speakers, performers or other special events or ceremonies which will likely over-subscribe the Municipal Arena (seating for 9,500).
  - c. As the convention continues to grow, move cautiously, but at the same time expeditiously, toward the offering of simultaneous general sessions throughout the convention week. (Example attached.)
10. Simplify the convention program and strike activities which are by invitation only. Reduce the size of the program and make it user-friendly. General sessions and high-interest alternative activities should be easy to find and use.

11. Keep all facets of the convention fully operative through at least Saturday Noon, including the Career Show.
12. Review in detail the Courtesy Corps operations in light of assigning realistic activities for student involvement. Consider hired door checks, ushers and crowd-control personnel.
13. Continue an international component as a part of the convention as opposed to the convention becoming an international event.



## LONG-RANGE PLANNING — CONVENTION

### DATA

<u>Attendance</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Attendance	24,130	27,410	29,541	32,111				
Paid Full Attendance	22,432	23,811	24,751	25,929				
Full Registration Fee	* \$20.00	\$20.00	\$20.00	\$20.00				
Single Session Registrations	—	900	1,350	2,429				
Ticket Fees	—	\$ 5.00	\$ 5.00	\$5/\$15				
Complimentary Tickets	1,698	2,699	3,440	3,753				
Total Registration Revenue	\$448,647	\$486,725	\$508,522	\$543,038				
<u>Career Show</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Show Space (Net Sq. Ft.)		39,200	42,300	47,000				
Booths		392	423	477				
Exhibitors		211	226	227				
Gross Sales		\$147,685	\$177,680	\$220,115				
New Exhibitors			40	52				
Exhibitors That Expanded			6	13				
Hall of States		26	27	2				

\* 1989 Full Registration — \$18.00

<u>Snopping Mall</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
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Gross Sales	\$157,713	\$152,241	\$331,390	\$395,803				
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<u>Food Court</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
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Gross Sales	—	—	\$128,461	\$180,051				
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Income to FFA	—	—	\$ 23,322	\$ 33,289				
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<u>Catered Meals</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
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Gross Sales	\$ 53,967	\$ 59,658	\$ 62,202	\$ 70,855				
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Income to FFA	\$ 16,052	\$ 16,219	\$ 16,661	\$ 23,365				
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<u>American Royal</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
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Total Tickets		22,074	22,080	23,391				
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Income to FFA		\$ 0.00	\$ 0.00	\$ 23,391				
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<u>Tours</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
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Tour Sites			*16	*20				
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Tour Buses			90	108				
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Tour Tickets Sold			3,600	4,229				
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Income to FFA			\$ 0.00	\$ 3,547				
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\* Does Not Include Tours to Ag Hall

<u>Dance</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
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Gross Sales	—	—	\$ 10,800	\$ 23,165				
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Attendance	—	—	2,900	5,771				
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**SAMPLE**  
**SIMULTANEOUS GENERAL SESSIONS**

<u>DAY/TIME</u>	<u>BLUE ARENA (Municipal Auditorium)</u>	<u>GOLD ARENA (Bartle Level III, South)</u>
Thursday (9:00 - 11:30 a.m.)	<u>Opening Session — Blue</u> * Opening Ceremonies * National Safety Awards * National Band * Speaker * * Theme Video	<u>Opening Session — Gold</u> * Opening Ceremonies * * National Chapter Awards * National Chorus * Speaker * Theme Video
Thursday (2:00 - 4:30 p.m.)	<u>Session II — Blue</u> * Opening Ceremonies * * National Talent * National Officer Address * * Ag Sales Award * Speaker	<u>Session II — Gold</u> * Opening Ceremonies * National Talent * National Officer Address * Agriscience Awards * Speaker *
Thursday (7:00 - 9:00 p.m.)	<u>Session III — Blue</u> * Opening Ceremonies * Sponsor Recognition * Stars in Production * VIP Recognition * National Chorus	<u>Session III — Gold</u> * Opening Ceremonies * * Sponsor Recognition * * Stars in Agribusiness * Distinguished Service Citations * National Band

\* Live

**PARTNER DEVELOPMENT TEAM  
LONG RANGE PLANNING SUBCOMMITTEE MEETING  
NATIONAL FFA BOARD MEETING  
January 23-27, 1994**

Goal is to increase number of students and number of FFA programs.  
Committee is pleased at the way the Partner Team is moving and encourages Joyce Winterton and Beverly Wilson to continue.

- **Who are the key partner groups to target for Partners Team efforts?**  
Principals, superintendents, school boards, parents, counselors and other teachers are the key groups to target. We also need to endorse partners we are currently working with (suggestions: national organizations like NSBA, CSSO). We also need to work within our own family, i.e., USDA, Extension, business and industry. Impact on the decision-making process (may include all partner groups).
- **What is the priority order for these groups?**  
Same groups as identified by the Partners Team. Important to stress the instructional program (integral-FFA). Prioritize based on issues not group.
- **What has been the benefits of the activities and materials completed by the Partners Team thus far?**  
Felt materials developed thus far were helpful and should continue in the same direction.
  - (1) Chronicle Agricultural Occupations Guidebook.
  - (2) Article in *Careers Magazine* - "The Industry Too Big To Ignore".
  - (3) Train others for workshops.
  - (4) Continue handbook.
  - (5) Work with other organizations.
  - (6) Continue to get the materials in the hands of teachers.

**What should be deleted from future plans?**

Reevaluate and work with Alumni Organization to plan and implement the 1994 forum at the National Convention. Impact survey - high payoff.

(over)



- **What are the strategies or activities that should be planned and implemented for each group?**
  - (1) Network of associate partners -- speakers bureau -- calls come in for information. It would be a referral.
  - (2) Alumni and ATA student organizations.
  - (3) Work with ag teacher association and school administrators.
  - (4) Michigan Model - where alumni bring administrators to convention.
  - (5) Work with student teachers = 300 or 400.
  - (6) Presentations at other organizations conference.
  - (7) Staff sabbatical - cable TV - cross section of teams.
  - (8) Use of past national officers to meet with associations (may need dollars).
  - (9) 800 number for information.
  - (10) Pursue computer based program.
- **What is the priority list for these activities?**

Look at large organizations.  
Rely on business and industry to tell the story.  
Put things in hands of state staff and teachers.  
Work with Herman Moody.  
\*Use past officers, i.e., State School Boards Association, Speakers Bureau.  
May need to consider additional staff.

**Student Services Team**  
**Long Range Planning Report**  
January, 1994 Board of Directors

After review of the Student Service long range plan assembled by FFA Center Staff, discussion moved toward setting priorities that the staff should pursue and report on at the July board meeting. The priorities are, in no ranked order:

- **Evaluation of current programs.**

What kind of impact are we having with our current programs? How do we measure the impact? Could we deliver the information/training more effectively through different means?

- **Reach more students**

There is a value on reaching more students with personal development, leadership and career information/training.

- **Effective collaboration of teams**

How can we use the FFA Center structure more effectively?

- **Evaluate how messages are being communicated**

A communications adage states, "the message received is the message." Is information getting through to students? Do they understand once they get it? What are the most effective ways of communicating to/with students?

- **Supply "instant gratification" at the local level**

How do we supply a benefit to a student shortly after they join. Currently, it may be months before they see benefits

- **Personalize membership**

How do we make our members feel special, not just a number?

- **Position the FFA to use high technology/new technology**

We cannot afford to fall behind in using technology to serve our members. How can serve members better by using CD-ROM, bulletin board services, satellite video transmission, etc.?

- **Coordinate research with program development**

FFA staff have research needs as they develop programs to serve the members. Universities have a need for relevant research projects to train students. We must begin connecting these needs. How does relevant research that has been done get reported to FFA staff?

- **Explore fiscal policy regarding cost recovery versus cost/benefit**

What impact is the current fiscal policy having on student programs? Are there instances when programs should be subsidized? Can the organization afford this?



# LONG-RANGE PLANNING

## Teacher Services Team

### January 27, 1994

The long-range planning session of the teacher services team was conducted during the National FFA Board of Directors meeting on January 27, 1994. The participants in the session were: Eddie Stephens (MO), Chair; Greg Egan (VA); Carl Beeman (FL); Carol Duval (VA); Merle Richter (WI); Andrew McCrea (MO); Glenn Sims (WI); Ron Davis (MI); Everett Harris (VT); Beth Slack (VA); Bob Seefeldt (VA); Josie Garza, (TX) and Marshall Stewart (VA). The primary outcomes of the session are as follows:

1. The teacher services team should primarily focus on the area of teacher/advisor development. This should also include an emphasis on state staff and university staff development. Critical issues that should be addressed through this effort include:
  - Recruitment of students into the agricultural education profession.
  - Training of agricultural education/FFA teachers.
  - Development of new FFA educational materials.
  - Servicing of the needs of agriculture teachers and FFA chapters.
  - Collection of data/intelligence regarding the needs of agriculture teachers.
2. The teacher services team should focus on the recruitment and participation of agricultural education students. Primary emphasis should be given to:
  - Recruiting students into the agricultural education program.
  - Recruiting agricultural education students into FFA.
  - Emphasize the growth and development of middle grades FFA.
3. The teacher services team should focus on providing **customer service over generating revenue**. The teacher team should strive toward self-sufficiency to a level of 25% over the next three years—spring 1997. Key strategies for accomplishing this goal are:
  - Cost-reduction.
  - Cost-recovery.
  - Building staff into foundation funded projects.
4. The teacher services team should explore the feasibility of the following ideas:
  - Remind advisor to photocopy applications.
  - Develop a beginning teacher/chapter start-up kit.
  - Develop communication to increase the accessibility of teachers to materials and programs to meet the needs of diverse students.
  - Develop teacher-friendly materials.
  - Focus on what your customers want today and in the year 2000.
  - Find out what the declining numbers of teachers are.
  - Quantify the ag. teachers needs in the year 2000.

(over)

- Find out why youth choose not to enter the agricultural education profession.
- Find out why teachers choose not to participate in the FFA.
- Increase the supply of ag. teachers.
- Increase the number of ag. teachers participating in FFA.
- Publicize beginning salaries of ag. teachers.
- Develop scholarships to promote ag. teaching—require recipients to teach.



## FFA Board of Directors Meeting — January 23-26, 1994

### 22. STANDING COMMITTEE REPORT — FINANCE

Dewey Stewart (Chairperson) presented the report of the Finance Standing Committee and thanked the members of the committee and commended the staff.

Directors and Officers liability issues have been raised and staff has been asked to gather information and quotes. Quotes are requested on three different types of policies: one to include the Organization, Alumni and Foundation; second to include PAS and NYFEA; and the third to include NVATA and The Council.

Chairperson Stewart wanted the Board to be aware of the total upgrade and renovation costs of the property. Phase I will cost \$591,699; Phase II \$623, 210; Phase III \$756,400 for a total of \$1,971,309. These bids were given to us by Innovative Management Corp. which shows real costs when the report was put together. Property has been appraised at \$5.2 million.

MOTION: It was moved by Steven Mitchell (Everett Harris), seconded by Tyler Grandil (Jim Craft) and carried to approve \$17,100 from Capital Reserves for various repairs and equipment replacements.

MOTION: It was moved by Liam Brody (Marion Fletcher), seconded by Tyler Grandil (Jamie Cano) and carried to approve the Supplemental Retirement Plan in principle, with final review and approval of the Plan Document by the Governing Committee.

MOTION: It was moved by Raquel Lacey (Les Thompson), seconded by Andrew McCrea (Eddie Smith) and carried to accept the audit for the FFA Organization 1992-1993 fiscal year as prepared by Stoy, Malone & Co.

MOTION: It was moved by Steven Mitchell (Eddie Smith), seconded by Tyler Grandil (Marion Fletcher) and carried to accept the report of the Finance Committee.

### 26. COMPLETION OF UNFINISHED BUSINESS

Eddie Smith spoke on moving forward with the decisions regarding the property. It was decided to reconvene the Board meeting after the Long-Range Planning meeting.

MOTION: It was moved by Steven Mitchell (Marion Fletcher), seconded by Liam Brody (Eddie Smith) and carried that Michael Swan be appointed Chair of the Tabulation/Written Test Committee for the 1994 National Officer Selection process.

The Board recessed at 10:40 a.m.

The Board reconvened at 3:30 p.m. at the Old Colony Inn in Alexandria, VA.

**MOTION:** It was moved by Raquel Lacey (Eddie Smith), seconded by Liam Brody (Jamie Cano) and carried that Chairperson Case appoint a committee consisting of students, adults and any other outside groups that could address the issue concerning the site and facilities of the National FFA Center and that the committee provide a preliminary report to the July 1994 Board meeting.

\*\*\*\*\*  
February 23, 1994

**TO:** Staff

**FROM:** Larry Case

**SUBJ:** Long-Range Planning Facilities Committee

The following individuals have been asked to sit on the Long-Range Planning Facilities Committee of the Board. All have accepted.

Rosco Vaughn, State Supervisor, Agricultural Education, New Mexico,  
Committee Chairperson;

Jim Craft, State FFA Executive Secretary, Illinois and member of the Board;

Dewey Stewart, Vocational Specialist, Agribusiness Education, Indiana and  
member of both the Board and Finance Committee;

Dennis Scanlon, Associate Professor, Agricultural Education, Pennsylvania and  
consultant to the Board;

Nancy Trivette, State FFA Advisor, New Jersey and member of the Board of  
Trustees;

Merle Richter, Agriculture Teacher, Wisconsin, President-Elect of NVATA and  
consultant to the Board;

A National FFA Officer to be selected by the officers; and

A National FFA Staff Member to be selected by the Staff. (This position is with  
full access and discussion rights, but will not be allowed to vote.)

There will be a preliminary report submitted to the Board of Directors in July, 1994  
regarding the following items:

- a. Recommendations for possible consulting needs.
- b. Assessment of relationship between the National Advisor and National  
Executive Secretary and the U.S. Department of Education and P.L. 81-740.  
P.L. 81-740 is the law which issued the Federal charter for the Organization.

Please put any questions or suggestions you may have in writing and send them to  
me. Thank you.



\*\*\*\*\*

## MEMORANDUM

June 17, 1994

**TO:** Agricultural Education Leadership  
**FROM:** Rosco Vaughn  
**SUBJ:** Long-Range Planning Facilities Committee

The purpose of this correspondence is to provide information regarding the status of the Long-Range Planning Facilities Committee. This group met in Alexandria on May 9-11, 1994.

This committee, activated by the National FFA Board of Directors, was charged with the responsibility of planning the best possible facilities for the National FFA Center. During its initial meeting, the committee reviewed various information items including:

1. National FFA Staff Cross Team Committee Recommendations Regarding Facility Needs.
2. Options Available for Location of the National Center.
3. Estimate of Renovation Costs to Bring Current Facilities Up to Code.
4. Lease of Office Space Vs. Ownership.
5. USDE/FFA Relationship.

Due to the fact that Public Law 740 contains language regarding the headquarters and principal offices of FFA, the committee reviewed a legal opinion prepared by FFA attorney, James Johnstone. After reviewing the legal opinion of the FFA attorney, the committee determined that its first step should be to clarify the relationship between FFA and USDE. To accomplish this task, the committee recommended that a Memorandum of Understanding be developed by a subgroup of the committee. The Memorandum will be designed to strengthen the relationship between FFA and USDE. It will also indicate the amount of latitude available to FFA for selecting a site for the National FFA Center.

The committee established a timetable that includes having a draft of the Memorandum developed by July 1, 1994, with a final document available for National FFA Board action at the November meeting. The Long-Range Planning Facilities Committee plans to meet again after the FFA Board's November meeting and before the January, 1995 Board meeting. Within the parameters of the Memorandum of Understanding, the committee will make recommendations to the Board regarding one or more possible options for location of the National FFA Center.

Options under consideration by the committee include:

1. Renovate Current Facilities.
2. Purchase Another Existing Facility in the D.C. Area.
3. Lease Another Existing Facility in the D.C. Area.
4. Build a New Facility on the Mt. Vernon Property.
5. Purchase a New Site and Build a New Facility in the D.C. Area.
6. Move the FFA Center to a Location Outside the D.C. Area. (This option could include negotiating with cities or other groups for FFA facilities.)

\*\*\*\*\*

July 12, 1994

**TO:** Long-Range Planning Facilities Committee  
**FROM:** Larry D. Case  
**SUBJ:** Memorandum of Understanding

Enclosed is a draft copy of the Memorandum of Understanding (MOU) dated July 7, 1994. In addition, we have received a letter from our attorney (James Johnstone) regarding this draft MOU.

One very important point made by Mr. Johnstone concerns the Board making the decision regarding the location of the facilities and reads as follows:

*It is our opinion that the provision of the FFA's Bylaws quoted above does not permit the National Board to establish one or more business offices at locations other than the present National FFA Center. The plain terms of the Bylaws provide for a single business office located at 5632 Mount Vernon Memorial Highway.*

In other words, the Delegates would have to approve any changes in the Constitution or Bylaws to complement the MOU. Under current policy this could not take place until November, 1995 at the Delegate assembly. A hard copy of the above information is being mailed to you under separate cover.

Also enclosed will be a copy of the Resolutions adopted by NVATA Region VI (prepared by Charles J. Mavrelion). Resolution #1 reads that: *The Agriculture Teachers within the*



*six New England States urge the National FFA Board of Directors to take the necessary steps to continue serving the National FFA Organization from Alexandria, Virginia.*

**DRAFT**  
**7/7/94**

**Memorandum of Understanding**  
**between**  
**U.S. Department of Education**  
**Office of Vocational and Adult Education**  
**and**  
**The National FFA Organization**  
**Board of Directors**

**I. PURPOSE**

The purpose of this Memorandum of Understanding ("MOU") is to establish a formal update of the relationship of the United States Department of Education ("Department") and the National FFA Organization ("FFA") that is consistent both with the current situation of the Department and FFA, as well as the requirements specified in P.L. 81-740. This MOU replaces the MOU dated 6/21/89.

This MOU gives recognition to the desire of the Department to facilitate States and others in providing quality educational programming for all students, in all settings, including both rural and urban schools. Quality educational experiences enhance the development of strong citizenry, productive communities and economic growth.

This MOU further recognizes that agricultural education has a long history of benefiting students, communities and the industry of agriculture by providing the work force with well-educated, productive individuals. It also recognizes the integral nature of formalized instruction, supervised agricultural experiences and the development of premiere leadership, personal growth and career success components of the agricultural education program which connect technical instruction, work experience and the community with the school. As such, agricultural education programs are recognized as being strong contributors toward achieving the goals of the U.S. Department of Education.

The National FFA Board and the Department wish to build on the strengths of the past, and strengthen the collaboration between them for their mutual benefit in reaching desirable educational goals.

**II. ITEM 1: IMPLEMENTATION OF SECTION 5 OF P.L. 81-740 WHICH STATES THE FOLLOWING:**

"The headquarters and principal offices of the corporation shall be located in the District of Columbia, but the activities of the corporation shall not be confined to that place but may be conducted throughout the various States, Territories, and possessions of the United States. The corporation shall maintain at all times in the District of Columbia a designated agent authorized to accept service of process for the corporation, such designation to be filed in the office of the clerk of the United States



District Court for the District of Columbia. Notice to or service upon such agent, or mailed to the business address of such agent, shall be deemed sufficient notice or service upon the corporation."

**In order to implement this section and establish procedures for providing the headquarters and principal offices and location(s) for other corporate activities, the National FFA Board of Directors and the Department agree as follows:**

**The U.S. Department of Education agrees to:**

- A. Provide physical space (as authorized in Section 18 of P.L. 81-740), in the District of Columbia, which shall be designated as the Headquarters and Principal Offices of the FFA and which will function as the leadership center for the FFA. The Headquarters and Principal Offices, and the persons who work there, shall lead in providing strategic planning/direction, establishing long-range goals and directing the processes for developing and administering official policy of the FFA.
- B. Provide qualified staff to fulfill the role of Chairperson of the Board/National Advisor and Executive Secretary for the FFA. These persons shall, with financial resources provided by the Department, provide leadership of and perform administrative duties for the FFA. These duties are an integral part of providing national leadership for Agricultural Education and Rural Education initiatives.
- C. Provide a communication system whereby the principal FFA Officers, namely the Chairperson of the Board/National Advisor and the Executive Secretary, can be reached in a timely manner, when not physically present in the Headquarters and Principal Offices.
- D. Permit the FFA to maintain one or multiple business office(s) with location(s) designated by the National FFA Board of Directors, which shall conduct those activities assigned to it/them by the National FFA Board. Activities may include, but are not limited to, accounting activities, management and supervision of FFA contests, management and supervision of FFA programs, processing and fulfillment of orders from the FFA Distribution Services, and conducting and providing a location for official meetings and other functions.
- E. Provide other support which will enhance the relationship between the Department and the FFA.

**The National FFA Organization Board of Directors agrees to:**

- A. Fulfill its obligation to operate the National FFA Organization programs as an integral part of Agricultural Education.
- B. Maintain effective communication systems and procedures between designated business office(s) and the Headquarters and Principal Offices at the expense of the FFA.

- C. Operate the designated business office(s) in compliance with P.L. 81-740 and the FFA's Constitution and Bylaws. The business office(s) will also comply with all applicable Federal, State, and local laws/regulations. Official communications of the FFA will indicate the location of the Headquarters and Principal Offices in the District of Columbia, but may direct correspondence to other business office locations.

**III. ITEM 2: IMPLEMENTATION OF SECTION 8 (A) OF P.L 81-740 WHICH STATES THE FOLLOWING:**

"The governing body of the corporation, which shall exercise the powers herein granted to the corporation, shall be a board of directors composed of: (1) the Chief of the Agricultural Education Service, Office of Education, Federal Security Agency, who shall act as chairman; (2) four staff members in the Agricultural Education Service, Office of Education, Federal Security Agency; and (3) four State supervisors of agricultural education."

It is understood that those members of the Department who are made available by it to serve as members of the National FFA Board of Directors must meet certain qualifications in accordance with the intent of P.L. 81-740. Those individuals who are appointed to fill vacancies, as prescribed by the Law, should have these qualifications. Therefore, in order to implement Section 8 (a) and establish procedures for that implementation, the National FFA Board of Directors and the Department agree as follows:

In the absence of individuals identified in P.L. 81-740 Section 8 (a) to serve on the National FFA Board of Directors, it is necessary to provide this service through an alternative procedure. The following procedure will be used in the absence of qualified individuals:

The Department will solicit, on a voluntary basis, the services of individuals who are teachers of agriculture, teacher educators and State FFA executive secretaries to serve as Department Consultants, to represent the Department in providing services in the governance of the FFA as provided for in P.L. 81-740. Among those teachers, teacher educators and FFA executive secretaries who volunteer, National FFA Board members will be selected by prescribed procedures as follows:

1. That an agreement be prepared by the Board and the Assistant Secretary for the Office of Vocational and Adult Education that would provide guidance for fulfilling this role for the future.
2. That the Department of Education, OVAE, select a teacher, from among three nominees elected by the teachers from regions established by the Department, beginning with Region I and proceeding numerically through Region VI, for a three-year term, who would serve without compensation from the Department, but with expenses paid for Board responsibilities by the FFA, to serve as the Department representative on the National FFA Board and assist with the governance of the FFA. This slot would continue to be filled with a teacher representative.



3. That when another vacancy occurs, that a teacher educator representing a region established by the FFA, beginning with the Eastern Region and proceeding to the Southern, Central and Western Regions, in that order be selected by the Department for a three-year term, from among three nominees selected by Agricultural Teacher Educators from that region, to fulfill the responsibilities as defined in paragraph two (2). This slot would continue to be filled with a teacher educator representative.
4. That when the situation arises that there no longer exists two members of the OVAE, U.S. Department of Education staff who are qualified to fulfill direct obligations as members of the Board, that an Executive Secretary of a State FFA Association be selected representing a region established by the FFA, beginning with the Western Region, and proceeding to Central, Southern and Eastern Regions, in that order, for a three-year term from among three nominees selected by state supervisors from that region to fulfill the responsibilities as defined in paragraph two (2).
5. That when the three-year terms of these three individuals expire, that another region as designated in the rotation plan, elect a representative from their group to serve another three-year term.
6. When a fourth vacancy occurs, the Department of Education, OVAE, select a teacher from among three nominees elected by the teachers from the regions with the regional rotation to be determined at time of selection for a period of three years, with responsibilities as defined in paragraph two (2).

This agreement modifies the 1982 agreement by changing the term for the agriculture teacher and teacher educator, from two to three years; and provides for a third vacancy to be appointed from FFA State Executive Secretaries and the fourth vacancy to be appointed from the teachers of agriculture.

The selected individuals will be solicited by the Assistant Secretary on behalf of the Secretary of Education, with the assistance of the Board, and will then be made available to the Board to fulfill the responsibilities set out in this agreement and in P.L. 81-740.

#### **IV. CONCLUSION**

Any provisions of this MOU that are determined by the National FFA Board of Directors to be inconsistent with the FFA's Constitution or Bylaws shall take effect only after the Constitution or Bylaws are amended so that they are in conformity with this MOU. Nothing in this MOU requires the Board or the official delegates at the National FFA Convention to approve amendments to conform the Constitution or Bylaws to this MOU.

The signatures of the individuals on this document will be the Chairperson of the Board of Directors, National FFA Organization, representing that Board, and the Assistant Secretary for Vocational and Adult Education, representing the wishes and authority of the U.S. Department of Education.

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Augusta Souza Kappner  
Assistant Secretary for  
Vocational and Adult Education  
U.S. Department of Education

Date: \_\_\_\_\_

---

Larry D. Case  
Chairperson, Board of Directors  
National FFA Organization

Date: \_\_\_\_\_



WILEY, REIN & FIELDING

1776 K STREET, N. W.  
WASHINGTON, D. C. 20006  
(202) 429-7000

July 11, 1994

Dr. Larry D. Case  
National FFA Advisor  
National FFA Organization  
P.O. Box 15160  
5632 Mt. Vernon Memorial Highway  
Alexandria, VA 22309

RE: Memorandum of Understanding

Dear Larry:

This letter is in response to certain questions you have raised, and certain issues we have identified, with respect to the proposed Memorandum of Understanding ("MOU") between the U.S. Department of Education, Office of Vocational and Adult Education, and the National FFA Organization Board of Directors.

As you know, P.L. 81-740, Section 5, provides that the "headquarters and principal offices" of the FFA "shall be located in the District of Columbia, but the activities of the corporation shall not be confined to that place." The FFA's Constitution does not address the establishment or location of FFA's offices. The Bylaws, Article II, state that the headquarters and principal offices shall be at the Department of Education, in the District of Columbia, and that "[t]he business office shall be in the National FFA Center, 5632 Mount Vernon Memorial Highway, Alexandria, Virginia 22309."

In the current draft of the MOU (dated 7/7/94), the Department agrees to permit the FFA "to maintain one or multiple business office(s)." Page 3, ~ D. The Board agrees to operate the designated business offices in accordance with P.L. 81-740, and the FFA's Constitution and Bylaws. Page 3, C.

It is our opinion that the provision of the FFA's Bylaws quoted above does not permit the National Board to establish one or more business offices at locations other than the present National FFA Center. The plain terms of the Bylaws provide for a single business office located at 5632 Mount vPrnon Memorial Highway.

Thus, the proposed MOU, which would allow for the establishment of "one or multiple business office(s)" is potentially in conflict with the FFA's Bylaws. It was this potential conflict that prompted our suggestion to include the sentence (now contained ;n the MOU's Conclusion) that any MOU provision inconsistent with the FFA's Constitution or Bylaws shall take effect only after the Constitution or Bylaws have been amended. Even without such language, we believe the Bylaws would control, and so the language makes no substantive change in the MOU. However, the language may insulate it from

attack on the grounds that the MOU is inconsistent with the Constitution or Bylaws, by clarifying that both parties recognize certain conflicts may exist, and that changes in the Constitution or Bylaws may be necessary to complement the MOU.

Please call us if you have any questions about this letter, or if we can provide further assistance.

Sincerely yours,

James M. Johnstone  
David R. Hill



**RESOLUTION #1: THE LOCATION OF THE NATIONAL F.F.A. CENTER.**

**WHEREAS:** The National F.F.A. Center in Alexandria, Virginia has strong historical roots, and

**WHEREAS:** The strong traditions within the F.F.A. are important to the effectiveness of N.V.A.T.A., and

**WHEREAS:** The location of the National F.F.A. Center near the center of the Federal Government, including the Department of Education, provides the F.F.A. members with the excellent opportunities to see our National Government at work,

**BE IT RESOLVED THAT:** The Agriculture Teachers' within the six New England States urges the National F.F.A. Board of Directors to take the necessary steps to continue serving the National F.F.A. Organization from Alexandria, Virginia,

**RESOLUTION #2: TRAVEL ALLOWANCE, NATIONAL F.F.A. CONVENTION.**

**WHEREAS:** The National F.F.A. Convention is an important educational experience for F.F.A. members, and

**WHEREAS:** The cost of travel limits the participation of members from the East Coast and West Coast, and

**WHEREAS:** The National F.F.A. has developed a hierarchy of Local, State, and National F.F.A. Contests to reinforce academic instruction, and

**WHEREAS:** The F.F.A. members work hard to develop those skills and knowledge evaluated in the National F.F.A. Contests,

**BE IT RESOLVED:** The Agriculture Teachers' of the six New England States stand opposed to the elimination of the travel allowance as proposed by the National F.F.A. Organization for student participation in the National F.F.A. Contests and Awards Program at the National F.F.A. Convention.

The above two resolutions were adopted at the six New England States Agriculture Teachers' Conference held June 27-30, 1994 in So. Kingston, Rhode Island.

cc: National F.F.A. Board of Directors  
N.V.A.T.A. National Office  
MeeCee Baker, N.V.A.T.A. Region VI Vice President

Prepared by: Charles J. Mavrelion, N.V.A.T.A. Region VI representative to the  
N.V.A.T.A. National Resolutions Committee.  
July 1, 1994.

## FFA Board of Directors Meeting — July 17-20, 1994

### 11. SPECIAL COMMITTEE REPORT — LONG-RANGE PLANNING FACILITIES COMMITTEE

MOTION: It was moved by Raquel Lacey (David Cox), seconded by Tyler Grandil (Jim Craft) and carried to accept the report of the Long-Range Planning Facilities Committee which was presented yesterday.

### 19. STANDING COMMITTEE REPORT AND BOARD ACTION — FINANCE

Eddie Smith, Chairperson, presented the report for the Finance Standing Committee. He commended Bernie Staller, Charles Keels and Sue Saboe on their work regarding the Budget and the financial condition of the Organization. Board education (for both ongoing and new members) needs to include more about the budget and financial matters. Ken Natzke suggested that a member of the Alumni Council should be on the Finance Committee. The DEC computer is being used because of its enhancement flexibility. Mr. Smith recapped the steps taken by the Long-Range Planning Facilities Committee. He also elaborated on the reasons why a dues increase could be necessary in the next year or two in anticipation of future needs.

MOTION: It was moved by Andrew McCrea (Jim Craft), seconded by Tyler Grandil (Marion Fletcher) and carried that the Board of Directors approve and forward the USDE - FFA Memorandum of Understanding (Draft 7/7/94) to the U.S. Department of Education.

MOTION: It was moved by Tyler Grandil (Marion Fletcher), seconded by Raquel Lacey (Jim Craft) and carried that the Long-Range Planning Facilities Committee explore the six options related to the facilities issues, gather preliminary data as needed and prepare preliminary recommendations for presentation to the Finance Committee of the Board at its November, 1994 meeting. (The "six options" are those listed in the Committee's July report to the FFA Board).

1. *Renovate existing buildings.*
2. *Build new facility on existing property.*
3. *Build or buy a new or existing facility, but in another location in the Washgton, D.C. metro area.*
4. *Lease a building in the Washington, D.C. metro area.*
5. *Build or buy a new or existing building at any location in the U.S.*
6. *Lease a building anywhere in the U.S.*



## **FFA Board of Directors Meeting — January 22-25, 1995**

### **11. SPECIAL COMMITTEE REPORT — LONG-RANGE PLANNING FACILITIES COMMITTEE**

Eddie Smith presented the report for the Long-Range Planning Facilities Committee. David Cox commended the LRP Facilities Committee for doing exactly what the Board had charged it to do. The committee came up with a bonafide recommendation.

**MOTION:** It was moved by Lee Schroeder (Les Olsen), seconded by Greg Vetter (Jim Craft) **and carried** to implement the recommendations of the Long-Range Planning Facilities Committee Report with the exception of the second five-year portion of the timeline of recommendation two (2) and all of recommendation four (4). It is requested that the portion of item two (second five years of the timetable) be placed on the July, 1995 Board Agenda for review at that time. (*Appendix L*)

**MOTION:** It was moved by Lee Schroeder (Les Olsen), seconded by Trisha Bailey (Marion Fletcher) **and carried** to authorize the COO to hire an architectural/engineering firm to develop various remodeling scenarios with comparable costs for review at the July, 1995 Board meeting. Comparisons need to include both five (5) and possibly ten (10) year timelines and provide for reasonable accommodation of ADA, code and staff needs.

**MOTION:** It was moved by Travis Hagen (Marion Fletcher), seconded by Greg Vetter (Randy Trivette) **and carried** to accept the report of the Long-Range Planning Facilities Committee and to commend Rosco Vaughn and the committee for a job well done.





**LONG-RANGE PLANNING FACILITIES COMMITTEE**

**FINAL REPORT**

**TO**

**THE NATIONAL FFA BOARD OF DIRECTORS**

**JANUARY 22, 1995**

## **PREFACE**

The Long-Range Planning Facilities Committee met in Alexandria, Virginia on January 8-10, 1995 to make final recommendations regarding the future facility needs of the National FFA Organization. During this meeting the committee determined that the most important criterion in determining the location of the National FFA Center was the USDE/AGED/FFA relationship. The second most important criterion was economic advantage. The recommendations contained in this report are a reflection of the committee's belief that the relationship should be strengthened between the National FFA Organization and the USDE.

The committee was highly concerned about providing National Programmatic Leadership for Agricultural Education, including FFA, through the USDE. Therefore, this committee report contains recommendations designed to strengthen the USDE/AGED/FFA relationship. The report also contains recommendations for remodeling the FFA Center and keeping the Center at its current location for at least the next 10 years. The 10-year time frame allows the organization to make investments in time and capital to improve and enhance the USDE/AGED/FFA relationship and to remodel the facilities on the Mount Vernon property. The committee recommends the remodeling efforts ensure that FFA facilities meet today's building codes and ADA standards. The committee believes that remodeling can achieve this goal and also provide a more efficient building with greater flexibility for meeting the organization's space needs.

Time lines were developed by the committee that allow the organization to review the USDE/AGED/FFA relationship at the end of five years and then begin planning for the next five years and beyond. Consideration was given to providing a stable environment for an extended period of time regarding the location of the FFA Center. The committee reasoned this schedule would allow current and future FFA employees to plan around FFA's timetable.

During the week prior to the committee's final meeting information became available that PL 81-740 had been amended in 1979 when the United States Department of Education was created. Among other things, these changes created some conflicts between PL 81-740 and the National FFA Constitution and Bylaws. This report identifies the sections where possible conflicts exist and the committee recommends the FFA Board take measures to eliminate any discrepancies. It also recommends that a revision of PL 81-740 be prepared, by FFA, for possible submission to the U.S. Congress.

This committee struggled at great lengths to present a plan designed to meet the current and future needs of agricultural education and FFA. The committee carefully analyzed all information at its disposal and believes the recommendations contained in this report will serve the best interests of FFA and its customers.



Committee members who participated in the development of these recommendations were:

Curtis Childers, Immediate Past National FFA President, Texas  
James Craft, State FFA Executive Secretary, Illinois  
Glenn Luedke, National FFA Staff Representative, Virginia  
Jennafer Neufeld, National FFA Vice President, Kansas  
Merle Richter, NVATA President, Wisconsin  
Dr. Dennis Scanlon, Assoc. Professor, Ag Education, Pennsylvania State University  
Edward Smith, State Supervisor, Oklahoma  
Dr. Dewey Stewart, Interim Director, Area 30 Technology Center, Indiana  
Nancy Trivette, State FFA Advisor, New Jersey  
Rosco Vaughn, State Supervisor, New Mexico

Others who participated in committee meetings and developed much of the material utilized by the committee were:

Dr. Larry Case, National FFA Advisor, Virginia  
Lennie Gamage, National FFA Team Leader, Virginia  
Coleman Harris, National FFA Executive Secretary, Virginia  
Bernie Staller, FFA Chief Operating Officer, Virginia

## COMMITTEE RECOMMENDATIONS

The Long-Range Planning Facilities Committee makes the following recommendations to the National FFA Board of Directors for their consideration:

### RECOMMENDATION 1:

The Board adopt the following three priorities and time lines:

#### **Priority #1:**

Identify the services needed to establish and maintain a National FFA Headquarters and to provide for National Agricultural Education Program direction and leadership.

- By July of 1995.
- Services be identified by the FFA Board and presented, by the Board and Long-Range Planning Facilities Committee Chairman, to the Assistant Secretary, USDE.
- Request USDE provide these services.

### **Priority #2:**

Identify and present recommended constitution and bylaws' amendments to the FFA delegate assembly.

- By November 1995.
- Amendments identified and prepared by staff, following FFA's constitutional amendment procedures.

### **Priority #3:**

Prepare a revision of PL 81-740 to serve as a backup in the event Priorities 1 and 2 are not implemented.

- Concept presented to FFA Board in January 1995.
- Revision ready to present, if necessary, to Congress in Fall of 1995.

### **RECOMMENDATION 2:**

The Board adopt the facilities time lines listed below:

- |                 |   |
|-----------------|---|
| • December 1995 | Complete FFA's revision of PL 81-740.   |
| • December 1997 | Complete remodel of National FFA Center.  |
| • December 1999 | Provide for an improved and enhanced National FFA Headquarters and Leadership Center for Agricultural Education at USDE.                      |
| • December 1999 | Have in operation a long-range communication plan for the National FFA Headquarters and Leadership Center for Agricultural Education at USDE. |
| • December 1999 | Evaluate USDE/AGED/FFA relationship and determine its benefit to the parties involved.  |



If the USDE/AGED/FFA relationship is approved by the FFA Board and USDE, according to established measurable criteria, the FFA Center would remain at its current location. However, should the relationship be deemed unsatisfactory, in December of 1999, the priority for location of the National FFA Center would shift from maintaining the USDE/AGED/FFA relationship to the economic concerns that bring the greatest benefits to FFA's customers. (Economic concerns would include packaging the National FFA Convention with the FFA Center location for greatest benefit to the National FFA Organization and its customers).

Should the priority of FFA shift from the USDE/AGED/FFA relationship to relocating the FFA Center for greatest economic advantage, the decisions regarding a new location and plans for moving would be made during the time period between January 2000 and December 2004. Under this scenario, the FFA Center could move to a new location anytime after December of 2004.

### **RECOMMENDATION 3:**

The Board divest the organization of excess real estate at opportune financial instances, while maintaining the useability, accessibility and salability of the remaining FFA real property.

### **RECOMMENDATION 4:**

The Board commit the necessary funds for a major remodeling of the FFA Center for improved useability and/or salability.

- The COO be authorized to solicit bids and hire an architectural firm to develop remodeling plans for presentation to the National FFA Board of Directors.
- Remodel be completed by December 1997.

### **RECOMMENDATION 5:**

The Board develop criteria for strengthening the USDE/AGED/FFA relationship. The committee recommends the following criteria be included:

- Both USDE employees spend a minimum of 50 percent of their time in the USDE/AGED/FFA Headquarters Office.
- Limit USDE staff involvement in FFA activities to the policy and policy administration activities related to their constitutional and Board assigned duties. National FFA Convention detail work be handled by FFA employees with associated costs paid by FFA.
- USDE employees, with assistance from FFA, develop a communications plan that

reflects programmatic leadership for agricultural education including FFA. The plan may provide for a regular newsletter regarding current vocational education issues related to agricultural education and FFA.

- An Agricultural Education/FFA Leadership Policy Plan be developed by the FFA Board for approval by the Assistant Secretary of USDE and the FFA Board of Directors. FFA, if necessary, would provide support staff and services for a USDE/AGED/FFA Headquarters Office.
- An implementation plan be developed and written in measurable terms.
- Improved and enhanced USDE/AGED/FFA relationship in place and evaluated by December of 1999.

#### **RECOMMENDATION 6:**

The National FFA Board of Directors review the National FFA Constitution and Bylaws as follows:\*

#### **CONSTITUTION:**

- Article X Proper terminology
- Article XIV Bring current with revised PL 81-740

#### **BYLAWS:**

- Article II Delete Business Address
- Article VI

Section A Duties of National Advisor

Section B Duties of National Executive Secretary

- \* Any constitution and bylaws' amendments arising from the review should be presented to the delegate assembly at the November 1995 National FFA Convention.



## FFA Board of Directors Meeting — July 16-19, 1995

### 21. STANDING COMMITTEE REPORT — FINANCE

Eddie Smith (Chairperson) presented the report for the Finance Standing Committee. He thanked the committee members, the FFA staff and Sue Springirth for a job well done.

MOTION: It was moved by Trisha Bailey (Les Olsen), seconded by Greg Vetter (David Cox) and **carried** to accept recommendations establishing the National FFA Organization Reserve targets to include:

1. Establish a \$4,600,000 capital reserve for buildings and equipment. Once established, reinvest investment income earned on the capital reserve fund back into that reserve.
2. Maintain \$900,000 liquid reserves for cash flow needs and as an operating reserve. Investment income, earned on operating reserve, available for general organizational needs.
3. Generate (through set aside) 1% R&D funding for new programs. Any investment income earned on this fund would be available for general organizational needs.
4. Balance the annual budget with the set-asides as listed. When reserve targets are met, then set-asides are removed from annual budget.

MOTION: It was moved by Jennafer Neufeld (Marion Fletcher), seconded by Lee Schroeder (David Cox) and **carried** to approve \$150,250 capital requests as printed. (*Appendix P*)

MOTION: It was moved by Trisha Bailey (Jim Craft), seconded by Lee Schroeder (David Hopson) and **carried** to authorize the COO to explore building designs that would eliminate the current Washington Room and reconnect buildings one and two while meeting ADA and future office/space needs by the January 1996 Board meeting.

MOTION: It was moved by Jennafer Neufeld (Les Olsen), seconded by Trisha Bailey (Randy Trivette) and **carried** to approve upgrading the National FFA Center facilities including (from the March 30, 1995 McShea report):

1. Property Clean-up & General Maintenance:	\$ 3,290.00
2. Miscellaneous Office Reconfiguration, Building One:	3,070.00
3. Construct Handicap Ramp & Two (2) Handicap Parking Spaces at Front Entrance:	22,520.00
4. Driveway, Parking Lot Repair:	14,120.00
5. Re-roof Building One:	<u>18,300.00</u>

TOTAL PROPOSED IMPROVEMENTS: \$61,300.00

MOTION AS AMENDED: It was moved by Travis Hagen and seconded by Lee Schroeder to strike item number 4 from the above motion. **MOTION FAILED.**

## **FFA Board of Directors Meeting — January 21-24, 1996**

### **19. STANDING COMMITTEE REPORT — FINANCE**

Eddie Smith (Chairperson) presented the report for the Finance Standing Committee. Mr. Smith thanked the Finance Committee for its endurance, commitment and dedication and Jim Craft, especially, for his persistence.

**MOTION:** It was moved by Andy McCall (Les Olsen), seconded by Cody Wagner (Jim Craft) **and carried** to accept the 1994-1995 National FFA Organization Audit Report as prepared by Stoy, Malone and Co.

**MOTION:** It was moved by Cody Wagner (Marion Fletcher), seconded by Clara-Leigh Horn (Jim Craft) **and carried** to authorize FFA staff to finalize agreements and enter into arrangements with HFC to offer student loan programs for students in agriculture above the high-school level beginning in 1996.

**MOTION:** It was moved by Clara-Leigh Horn (Les Olsen), seconded by Bill Catania (David Cox) **and carried** to approve the \$101,300 of Capital Requests as attached. (*Appendix Q*)

**MOTION:** It was moved by Bill Catania (Randy Trivette), seconded by Andy McCall (David Cox) **and carried** to change the annual FFA salary adjustment date from the current January 1 to September 1 beginning September 1, 1996.

**MOTION:** It was moved by Bill Catania (Marion Fletcher), seconded by Cody Wagner (Eddie Smith) **and carried** that the current National FFA Center be established as a National FFA Business Center at a new location. (*Appendix R*)

Move that the current National FFA Center be established as a National FFA Business Center at a new location.

To do so, consideration in selecting a site shall be given to those issues which will result in enhanced member services as well as effective and efficient business operations including, but not limited to: geographical proximity to FFA membership; cost of operations; availability of communications, transportation, meeting, shipping and other relevant services; proximity to possible national convention locations and similar concerns. Site selection criteria will be approved by the National FFA Advisor who may seek Governing Committee or Board input or approval. FFA staff are authorized to seek professional advice and support for refining site criteria and selecting three alternative locations for consideration by the Board of Directors.

Once a site is selected by the Board, the relocation will occur in a timely manner, but only after any one of the following has occurred (listed in no particular priority):

- a) A national headquarters is maintained in the U.S. Department of Education as judged against a set of criteria to be developed by senior staff and approved by the Governing Committee by May 1, 1996.
- b) A national headquarters is transferred and maintained in the U.S. Department of Agriculture as judged against a set of criteria to be developed by senior staff and approved by the Governing Committee by May 1, 1996.



- c) An FFA headquarters office is established in private office space within the District of Columbia as judged against a set of criteria to be developed by senior staff and approved by the Governing Committee by May 1, 1996. Said office to provide space for the National Advisor, Executive Secretary, and their support staff and, to the degree requested, officials of NVATA, the National Council for Agricultural Education, the Postsecondary Agricultural Student Organization and National Young Farmer Educational Association. FFA will incur all costs related to the National Advisor, Executive Secretary and their support staff and provide space for other organizations on a cost or partial cost recovery basis as determined by the National FFA Board of Directors.
- d) An amended P.L. 81-740, including authorization for the Board of Directors to establish the headquarters in a location of their choosing, has been passed by Congress and signed into law.

Furthermore, the Board of Directors strongly recommends to the Board of Trustees that they consider moving the Foundation office in Madison, Wisconsin and Alexandria, Virginia to the new location on a timetable similar to that of the National FFA Organization and request the Foundation to secure special project funding to help in the acquisition and future maintenance of the National FFA Business Center facilities.