

## MINUTES

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

KANSAS CITY, MISSOURI  
NOVEMBER 11, 1991

A special meeting of the Board of Directors and National Officers of the National FFA Organization was called to order at 1:35 p.m. by Mark Timm, National President, in the Andy Kirk Room of the Allis Plaza Hotel, Kansas City, Missouri. Those present included:

#### Board of Directors

Larry D. Case, Chairman of the Board, and Senior Program Specialist, Agriculture, Division of Vocational-Technical Education, U.S. Department of Education, Washington, D.C.  
Rosco C. Vaughn, State Supervisor, Agricultural Education, State Department of Education, Las Cruces, NM  
Hugh P. McClimon, State Supervisor, Agricultural Education, State Department of Education, Columbia, South Carolina  
Tom Munter, (USDE Representative) Consultant, Vocational Student Organizations, State Department of Education, Sacramento, CA  
Dr. Everett Harris, State Consultant, Ag Education, The University of Vermont, Burlington, VT  
Dr. Dewey Stewart, Vocational Specialist, Agribusiness Education, State Department of Education, Indianapolis, IN  
Les Thompson, Chief State Administration Branch, Division of Vocational-Technical Education, Office of Vocational & Adult Education, U.S. Department of Education, Washington, D.C.  
Dr. Jamie M. Cano (USDE Representative), Assistant Professor, Agricultural Education, The Ohio State University, Columbus, OH

#### Ex-Officio Members

C. Coleman Harris, Secretary, Board of Directors, and 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, North Carolina

#### Board of National Officers

Mark A. Timm, National FFA President, Fillmore, Indiana  
Danny Grellner, National FFA Secretary, Kingfisher, Oklahoma  
Matt Lohr, National FFA Vice President, Broadway, Virginia  
Julie Classen, National FFA Vice President, Ayr, Nebraska  
Les Ann King, National FFA Vice President, Howe, Texas  
Ben Nessmith, National FFA Vice President, Statesboro, Georgia

## Consultants

(Consultants are not officially expected to attend this meeting. Some consultants were in Kansas City for the Convention and did attend as follows:)

Tom Parker, President, NVATA, Torrington, Wyoming  
 Dr. Paul R. Vaughn, Professor and Chairperson, Texas Tech University, Department of Agricultural Education and Mechanization, Lubbock, Texas  
 Dr. Virgil O. Martinson, Central Region Rep., FFA Alumni Council, Stoughton, Wisconsin  
 Mrs. June Dean, Western Region Rep. FFA Alumni Council, Owasso, Oklahoma

## Others present for all or portions of the meeting

Joel Tilfas, State Level FFA Advisor, Kosrae  
 Tom Guest, Guam Community College, Sinajana, Guam  
 Tom Leon Guerrero, State FFA Advisor, Sinajana, Guam  
 "Andy" Juan Jimerez, Counselor, Island Exchange Program, Sinaja, Guam  
 Rev. Eddie Williams, State FFA Advisor, Kingshill, St. Croix, Virgin Islands  
 Enoch Gonzalez, State FFA Executive Secretary, Hato Rey, Puerto Rico  
 Don "Diego" Jose Perez, State FFA Advisor, Hato Rey, Puerto Rico  
 Nancy Trivett, State FFA Advisor, State Department of Education, Division of Vocational Education, Trenton, NJ  
 Bernie Staller, Chief Operating Officer, National FFA Organization & National FFA Foundation, Alexandria, VA  
 Lennie Gamage, Director/Team Leader, Human and Fiscal Resources, National FFA Center, Alexandria, VA  
 John M. Pitzer, Communications Consultant, National FFA Center, Alexandria, VA  
 Andrew J. Markwart, Director/Team Leader, Student Services, National FFA Center, Alexandria, VA  
 John Pope, Executive Director, National Council for Agricultural Education, Alexandria, VA  
 Marshall Stewart, Director/Team Leader, Teacher Services, National FFA Center, Alexandria, VA  
 Dennis Shafer, Director/Team Leader, FFA Ventures, National FFA Center, Alexandria, VA  
 Bill Stagg, Director/Team Leader, Communications Resources, National FFA Center, Alexandria, VA  
 Robert Seefeldt, Teacher Services, Specialist, National FFA Center, Alexandria, VA  
 Carol Duval, Teacher Services Specialist, National FFA Center, Alexandria, VA  
 Jody Pollok, Teacher Services Specialist, National FFA Center, Alexandria, VA  
 Tony Hoyt, Teacher/Student, Specialist, National FFA Center, Alexandria, VA  
 Doug Butler, Senior Regional Director, National FFA Foundation, Madison, WI  
 Wayne Sprick, Executive Director, National Young Farmer Educational Association, Alexandria, VA  
 George Verzagt, Manager, Agricultural Career Show, Alexandria, VA



1. REFLECTIONS - By Danny Grellner, National FFA Secretary
2. ADJUSTMENTS OF AGENDA - None were requested
3. APPROVAL OF MINUTES - Coleman Harris requested approval of the minutes of the July 15-19, 1991 meeting of the Board of Directors, and the Governing Committee Minutes dated 7/22/91, 7/29/91, 8/2/91, 8/29/91, 9/24/91.
4. MOTION - It was moved by Lisa King (Dr. Cano) seconded by Danny Grellner (Mr. Thompson) and carried to approve the Minutes of the July 15-19, 1991; and the Governing Committee meeting Minutes as provided to the Board.
5. FINAL UPDATE OF 64th CONVENTION ACTIVITIES - Coleman Harris updated the Board on changes in the convention program; he then led a review of the convention staffing plan; this was followed by an update of the various convention managers on their areas of operation.
  - Program - Tony Hoyt
  - Delegate Operations - Marshall Stewart
  - Contests - Carol Duval
  - Awards - Robert Seefeldt
  - Press and Information - Bill Stagg
  - Agricultural Career Show - George Verzagt
  - Sponsors - Doug Butler
  - Registration - Lennie Gamage
  - Alumni Association - Woody Cox
  - Courtesy Corps - Jack Pitzer
  - Supply Service - Dennis Shafer
6. NATIONAL PROFICIENCY AWARD FINALISTS UNABLE TO ATTEND THE CONVENTION - Mr. Robert Seefeldt explained the reasons why four (4) regional finalists will not be able to attend the convention and thus, according to policy, will be unable to qualify for national recognition.
  - Jeff Jarolimek, Agricultural; Mechanics (Western) Burley, Idaho
  - Michael Scott, Agricultural Electrification (Southern) Weir, Mississippi
  - Jerry Gesch, Feed Grain Production (Central) West Bend, Iowa
  - Jim Hobbs, Agricultural Processing (Southern) Dyersburg, Tennessee

MOTION - It was moved by Julie Classen (Dr. R. Vaughn), seconded by Ben Nessmith (Mr. McClimon) and carried that the four regional proficiency winners, as listed above, will be eligible to become national winners.

ELIGIBILITY POLICY FOR NATIONAL AWARDS FOR AGRISCIENCE  
TEACHERS, STUDENTS AND COMPUTERS IN AGRICULTURE REVIEWED -

Jody Pollok asked the Board's opinion on established policies/guidelines in the above award areas. It was the consensus of the group that established eligibility policies for national recognition in these areas shall remain in effect.

MOTION - It was moved by Danny Grellner (Dr. Cano), seconded by Julie Classen (Mr. Thompson) and carried to accept the report of the convention managers.

7. APPROVAL OF AWARDS/DEGREES - MOTION - It was moved by Julie Classen (Dr. R. Vaughn), seconded by Ben Nessmith (Mr. Thompson) and carried to award Betsy Brand, Assistant Secretary for Vocational and Adult Education, the Honorary American FFA Degree at the 64th National FFA Convention.

8. FINANCE COMMITTEE REPORT - Dr. Rosco Vaughn, chairman of the Finance Committee at their meeting discussed and recommends to the Board to recarpet the middle floor in the front building, the back building office area and the Washington Room. This winter the FFA Center staff will be moved to bring all team members into close proximity. It seems logical to recarpet these areas prior to the move.

MOTION - It was moved by Danny Grellner (Dr. Stewart), seconded by Julie Classen (Mr. McClimon) and carried to authorize the recarpeting of the FFA Center in the areas as recommended, and moving teams not to exceed \$35,000; and that these funds be taken from the capital reserve.

Dr. Case then updated the Board on the organization's current financial condition.

MOTION - It was moved by Danny Grellner (Dr. Cano), seconded by Julie Classen (Dr. Stewart) and carried to accept the Finance Committee report.

9. UPDATE AND STATUS OF AFFILIATE CHAPTERS AND NEW STATE ASSOCIATIONS - Steve McKay, Anderson Valley, California, on the FFA activities in the Pacific Islands, including Virgin Islands, Guam and Puerto Rico, and introduced the following individuals:

- Joel Tilfas, State Level FFA Advisor, Kosrae
- Tom Guest, Guam Community College, Sinajana, Guam
- Tom Leon Guerrero, State FFA Advisor, Sinajana, Guam
- "Andy" Juan Jimerez, Counselor, Island Exchange Program, Sinaja, Guam
- Rev. Eddie Williams, State FFA Advisor, Kingshill, St. Croix, Virgin Islands
- Don "Diego" Jose Perez, State FFA Advisor, Hato Rey, Puerto Rico

The national advisor officially welcomed the islelands group to the 64th National FFA Convention. This was followed by a round of applause.

9. TREASURER'S REPORT - Mr. Charles Keeles, National FFA Treasurer, distributed copies of the 1990-91 Auditor's Report and led an item by item review.

Bernie Staller distributed and led a review of National FFA Organization a) Summary of Expenses (September 1991 and 1990); b) Summary of Revenue for September and October 1991 and 1990; and c) Major Balance Sheet Accounts. (See Appendix A)



MOTION - It was moved by Matt Lohr (Dr. Harris), seconded by Julie Classen (Dr. Cano) and carried to accept the Treasurers/Audit report.

10. OVERVIEW OF LEGAL MATTERS - Bernie Staller briefly updated the Board on one legal matter.

11. LEADERSHIP COMMITTEE REPORT - Mr. Tom Munter distributed and led a review of the newly developed "*National FFA Officer Handbook*"

MOTION - It was moved by Julie Classen (Dr. Vaughn), seconded by Ben Nessmith (Dr. Stewart) and carried that the "*National FFA Officer Handbook*", as recommended by the Leadership Committee, be adopted for immediate use by the National FFA Organization and that all policies, procedures, and guidelines outlined in the handbook shall be recognized by national officers and staff as the "official" practices and procedures to be followed in the organization and management of national FFA officers. Further, that the handbook section entitled "National Officer Policies and Procedures" shall be recognized as a supplement to existing Board Policies regarding national officers (the "Official Board Policies" manual shall be annotated to so indicate).

MOTION - It was moved by Danny Grellner, seconded by Julie Classen, that the Board of National FFA Officers and national FFA staff shall annually make recommendations to the Leadership Committee regarding proposed changes and/or updating to the National FFA Officer Handbook. The Leadership Committee shall be empowered to authorize changes which are routine, by virtue of necessary annual updating, needed to come in line with any pertinent Board action, or those of a minor nature. It shall be incumbent upon the Leadership Committee to bring to the Board of Directors for consideration any proposed changes which the committee wishes to recommend which involve a significant content change to the handbook and/or involve a change in policy.

MOTION AMENDED - It was moved by Lisa King (Dr. Cano), seconded by Ben Nessmith (Dr. Stewart) and carried to amend the motion as follows:

- Strike the second sentence: "The Leadership Committee shall be empowered to authorize changes which are routine, by virtue of necessary annual updating, needed to come in line with any pertinent Board action, or those of a minor nature".

- Strike the word "Leadership" and change it to "appropriate"

MOTION - It was moved by Mr. Munter, seconded by Dr. Vaughn that the National FFA Board of Directors commended the 1990-91 National FFA Officers on the tremendous leadership they demonstrated by providing high quality service to the FFA while maintaining mature and responsible fiscal practices in managing the national officer travel budget. (Followed by a round of applause)

MOTION - It was moved by Danny Grellner (Mr. Muller), seconded by Julie Classen (Mr. McClimon) to accept the Leadership Committee report.

12. FFA BOARD PROGRESS REPORT - Bernie Staller distributed and reviewed action items from the July Board meeting. (See Appendix B)

He also announced that the Kellogg Foundation will fund a study to ascertain if the "BETWEEN ISSUES" newsletter is to be continued in its current format.

A PROPOSAL TO STUDY THE NATIONAL FFA CONTEST AND AWARDS

PROGRAM - Marshal Stewart distributed the proposal. He pointed out that the FFA board of directors directed the Center staff to write the proposal and submit it to the Board for consideration during the January 1992 meeting. (See Appendix C)

FFA CENTER COMPUTERIZATION - Bernie Staller distributed and led a review regarding FFA Center Computerization (See Appendix D).

OFFICIAL FFA JACKETS - Bernie Staller next outlined the necessity of the letter which was mailed to the States on October 24, 1991, stating the position of the National FFA Organization on the use of the FFA emblem. The current policy as found in the Official FFA Manual is still in effect.

BOARD POLICIES - Dr. Dewey Stewart encouraged the Board to provide future directions rather than day to day administrative decisions.

13. THE COUNCIL - John Pope, Executive Director of the Council presented a brief update of Council activities.
14. REPORT BY THE 1990-91 NATIONAL FFA OFFICERS - Mark Timm, national president, distributed and presented the final report of the 1990-91 officer team. (See Appendix E)x

MOTION - It was moved by Dr. Vaughn, seconded by Mr. McClimon and carried to accept the report; and to commend the 1990-91 National FFA Officers for a job well done.

15. EXECUTIVE SESSION - The chairman then called for an Executive Session, and everyone, except the voting members of the Boards, were excused to leave the room.

MOTION: It was moved by Ben Nessmith (Mr. McClimon), seconded by Matt Lohr (Dr. Stewart), and carried to approve the Governing Committee Minutes of November 4, 1991 (personnel action).

16. ADJOURNMENT - There being no further business to come before the Board, it was moved by Matt Lohr (Mr. Thompson) seconded by Lisa King (Mr. Muller) and carried to adjourn the meeting at 5:15 p.m.

  
C. Coleman Harris, Secretary

  
Larry D. Case, Chairman



**NATIONAL FFA ORGANIZATION  
SUMMARY OF EXPENSES  
SEPTEMBER 1991 AND 1990**

APPENDIX A

	<u>SEPTEMBER</u>		
	<u>1991</u>	<u>1990</u>	<u>VARIANCE</u>
Salaries	\$108,731	\$102,735	\$5,996 (2)
Made For Excellence	98,217	78,531	19,686 (3)
Advertising	81,982	84,275	(2,293)
National Convention	43,268	40,116	3,152
Magazine Production Costs	28,586	40,445	(11,859) (5)
Postage and Freight	24,128	28,596	(4,468)
Depreciation	20,000	19,781	219
Computer Services	15,627	17,249	(1,622)
Maintenance and Utilities	15,322	18,139	(2,817)
Payroll Taxes	12,839	13,645	(806)
International Program	7,364	20,146	(12,782) (6)
Printing, Stationary and Supplies	7,037	12,275	(5,238)
Staff Travel	6,987	15,136	(8,149)
Retirement	6,519	5,983	536
Insurance	7,068	29,700	(22,632) (4)
	<u>\$483,675</u>	<u>526,752</u>	<u>\$(43,077)</u>
Set Aside		42,116	
Other Expenses		<u>56,725</u>	
		<u>\$625,593</u>	(1)

- (1) This total agrees to the total expense reported on the September 1990 Profit and Loss Statement.
- (2) Salary Expense in this category is up \$5,996. However, salary expense included in other expense categories is down approximately \$11,000. Accordingly, there is a net decrease in total salary expense of approximately \$5,000 (\$11,000 - \$5,996) in September 1991 when compared to September 1990.
- (3) The increase is attributable to the new procedure by which travel expenses are expensed immediately rather than when the employee submits his/her expense report, which is sometime after the trip.
- (4) The decrease is attributable to the new procedure by which insurance expense is recorded as the premiums come due rather than recording the entire annual premium in the first month of the fiscal year, which was done in 1990.
- (5) Editorial salaries decreased approximately \$8,600 in September 1991 from September 1990. (In September 1990, editorial salaries included Andy Markwart, Jack Pitzer, Dot Harbach and Linda Flint. In September 1991, only 20% of Andy Markwart's salary was charged to Editorial Salaries).
- (6) Expenses down due to the decrease in the number of grants.

**NATIONAL FFA ORGANIZATION  
SUMMARY OF REVENUE  
SEPTEMBER AND OCTOBER OF 1991 AND 1990**

	<u>SEPTEMBER</u>		<u>OCTOBER</u>		<u>YTD THROUGH OCTOBER</u>		
	<u>1991</u>	<u>1990</u>	<u>1991</u>	<u>1990</u>	<u>1991</u>	<u>1990</u>	<u>VARIANCE</u>
Sales	\$715,327	\$721,281	\$734,760	\$786,186	\$1,450,087	\$1,507,404	(57,317)
Less: Cost of Goods Sold	(206,378)	(261,733)	(417,217)	(547,980)	(623,595)	(809,713)	186,118
Gross Profit on Sales	508,949	459,485	317,543	238,206	826,492	697,691	128,801 (1)
Services Charges	26,161	20,597	26,573	22,878	52,734	43,475	9,259
Advertising, Net of Allow.	-0-	-0-	91,848	146,745	91,848	146,745	(54,897)
Subscriptions	-0-	54	127,027	129,515	127,027	129,569	(2,542) (2)
Dues	685	88	26,400	49,110	27,085	49,198	(22,113) (3)
International	61,946	19,549	9,233	15,305	71,179	34,914	36,265 (4)
Grants	(15,058)	(66,026)	18,656	-0-	3,598	(66,026)	69,624 (5)
Career Show	112,620	98,905	20,960	2,775	133,580	101,680	31,900 (6)
Interest Income	1,858	2,718	13,114	8,045	14,972	10,763	4,209
Made For Excellence	25,704	302	54,463	54,624	80,167	54,926	25,241 (7)
Computer Services	16,362	17,299	16,362	17,151	32,724	34,450	(1,726)
Printing Services	-0-	11,950	-0-	11,082	-0-	23,032	(23,032) (8)
Other	2,089	6,022	15,261	25,139	17,350	31,161	(13,811) (9)
	<u>\$741,316</u>	<u>\$570,943</u>	<u>\$737,440</u>	<u>\$720,635</u>	<u>\$1,478,756</u>	<u>\$1,291,578</u>	<u>\$187,178</u>

- (1) The gross profit increase results primarily from 2 items: a) Back order items remain included in "sales" even though the goods have not yet been shipped; and b) Additional invoices for the purchase of merchandise in late October have not yet been received.
- (2) Approximately \$40,000 of this decrease is attributable to the elimination or reduction of ad space from 4 advertisers: Marine Corps; Ford New Holland; National Shooting Sports Foundation and National Guard. (Note: The Marine Corps 4 page color, which was approximately \$12,500 in October 1990, will probably come through in the February 1992 issue).
- (3) State rosters are coming in slower than last year.
- (4) Bulk of the increase results from the service fees recognized for the 29 Russian students.
- (5) The negative numbers represent the reversal of the prior years' accrued grant income. The negatives are reduced as the actual money is received. As of October 1990. The organization had still not received 66,026 due on the grant programs.
- (6) Significant number of more booths sold for the 1991 convention.
- (7) Approximately 500 more members participated through October 1991 over 1990 (at \$40 per member); additionally, the registration fee in 1991 is \$2.00 more than in 1990 (\$40 vs \$38).
- (8) The print shop was eliminated in May of 1991.
- (9) Mailing list income is down approximately \$8,000.



**NATIONAL FFA ORGANIZATION  
MAJOR BALANCE SHEET ACCOUNTS  
SEPTEMBER 30, 1991 AND 1990**

	<u>September 30,</u>	
	<u>1991</u>	<u>1990</u>
<u>Assets</u>		
Cash	\$498,286	\$158,588
Accounts Receivable:		
Supply Service	608,475	584,441
Career Show	40,298	84,005
Advertising	34,517	35,755
Merchandise Inventory	745,412	976,877
Prepaid Expenses	135,518	165,688
Investments - Certificates of Deposit	2,178,000	2,277,000
Property and Equipment, Net	1,794,297	1,907,508
<u>Liabilities</u>		
Accounts Payable	\$276,629	\$543,142
Note Payable	-0-	68,722
Accrued Expenses	192,509	182,510
Deferred Revenue	398,004	433,625

(Note: This report excludes the Alumni Division)

ITEM #10

## **BOARD PROGRESS REPORT**

### JACKETS

1. VICA has come out with a red jacket patterned after FFA. You may know that a number of years ago 4-H was given permission to produce a green jacket patterned after FFA's jacket. Legal Counsel suggest that we do not have grounds to prevent VICA from patterning their jacket after FFA's. Coleman has visited directly with VICA leaders who made clear their interest to proceed.
2. A letter has been sent to State Advisors indicating that FFA Policy does not allow States to authorize the production of FFA jackets. A copy of that letter was mailed to you. A draft of that letter was sent to the five State Advisors currently authorizing jacket manufacture ahead of time and their input was received prior to the national mailing.
3. Due to reduced demand for corduroy in clothing FFA's present supplier may discontinue manufacturing. FFA is exploring its options.

### REFLECTIONS

With the Board passed "Respect for Religious Preference" policy, a suggested reflection for use at meal functions is printed here. It's only a draft to give an example of what might be done.

### REFLECTIONS SUGGESTIONS

It is appropriate that we take a moment to reflect on the good things we have in this life, in the FFA organization and at this convention.

We appreciate this chance to make new friends and renew acquaintances. We are thankful for those who are of the land and who care for our environment, for the richness of this country and the diversity of its people. We respect the quality of our teachers who care and of our sponsors who speak with more than just words.

Let's each bow our heads and reflect in our own private way on these wonderful gifts.

*(Wait 15 seconds)*

Thank you.

### EMBLEM ROYALTIES

At your July meeting in accepting the Supply Service Study you requested that FFA seek clarification on authorization of the use of the Emblem in return for royalties. The delegate committee will discuss the issue and (hopefully) recommend any needed changes for your January meeting.



## POLICY ON BUDGET OVERAGES

The Board requested that FFA develop a "Policy on Budget Overages" by the January meeting. To date no action has been taken.

## INTERNATIONAL AFFILIATES

Coleman is exploring with other organizations their international relationships. We have nothing concrete to report as of this date. This is in response to your request to explore this area of international cooperation.

## NATIONAL CONVENTION DRESS CODE

In July the Board requested that FFA increase enforcement of the official dress code for the National FFA Convention. This must be handled with care as it is not legal to require official dress at public/non-profit supported school related activities. Essentially the courts have said that if there are requirements, such as dress/uniforms needed, to be able to effectively participate in an activity, at a public educational institution, then that institution must provide the dress/uniform for all students at no cost to the students. By not providing what is required, for all students, is inequitable and discriminates against those students who come from economically disadvantaged homes, of whom the majority happen to be minority populations; therefore, excludes a large population of students from participating. FFA is encouraging official dress through:

- a. The convention mailing
- b. The Between Issues (all have carried information)
- c. *FFA New Horizons* has promoted official dress at national convention
- d. A handout at registration
- e. A paragraph on the back of the I.D. card
- f. Board members and NVATA officers on the door check crews are being asked to deal one on one with flagrant violations

Additional Board direction would be appreciated.

## DATA COLLECTION

The attached information sheet is being used at most meal functions to gather management information for convention planning.

## FFA CENTER

1. FFA is reallocating space at the Center to group new teams together. Carpet replacement on two floors will need to occur at the same time. Efforts are being made to reuse equipment, panels, and so forth. Space for PAS has been allocated as per your July action. These items are on the finance committee agenda. \$27,000 - \$35,000 cost is expected.
2. Contracts for accounting, building management and cleaning went into effect October 1. Good steady progress is occurring in all areas. FFA is changing over to energy efficient lighting to reduce electrical expense and accomplishing a number of general maintenance projects as well. FFA new's Comptroller is working to reduce paperwork and streamline the accounting function. The cleaning contractor has made major improvements in cleaning, waxing and polishing up the Center.

3. Computerization -- FFA have spent nearly 100 hours of frontline staff time investigating possible solutions to FFA Center computer needs. Through this process FFA is crystalizing its needs. Part of FFA's effort is driven by our membership/circulation situation which is suffering greatly. FFA is also in need of integrating its various "islands" of computers that it now operates with. A reduction of time to manage the information is important as well. FFA's system was developed two years before IBM sold their first PC's!

How do you want to proceed? To what detail do you Board members want to be involved in selecting software, hardware and support? While rough, FFA's estimate is \$500,000 - \$550,000. Interestingly that's about 20% more than FFA paid in 1979 with over 400% more capacity, 350% more speed and nearly double the FFA functions including managing 400,000 names! Computing power is much less expensive then before, but it's still expensive!

Are you comfortable in authorizing the FFA Center leadership to proceed within a budget guideline? Your direction is needed. FFA staff may have a recommendation for you by the Convention Board meeting.

4. Staff Positions -- a) Editor position. Final interviews have been conducted.  
b) Partners Team Leader. We have no results to report at this time. Six candidates applied. We have been negotiating with one.

#### POOLED JUDGING

In July your requested that a system for pooled judging of proficiency and public speaking competitions be developed. Those recommendations will be available in your mailing for the January Board.

#### CONTEST STUDY COMMITTEE

Steady progress as reported in the last "FFA Board Issues." A complete proposal will be available for consideration in January.

#### BUILDINGS USED BY NVATA

FFA has completed over \$10,000 worth of remodeling of the FFA property used by NVATA. You have requested a revised proposal to convert the existing jalousie porch into a year round living room. No action has been completed at this time.

#### MULTICULTURAL TASK FORCE SUMMARY

The Multicultural Task Force was formed at the request of the National FFA Board of Directors meeting in July, to look at Convention and FFA activities where multicultural awareness and diversity could be infused. The Multicultural Task Force met on October 18-20, 1991.



The task force members included Jamie M. Cano, Chair of the task force and member of the National FFA Board of Directors, and Assistant Professor in the Department of Agriculture Education at Ohio State University; Ward Cotton, agriculture instructor at Tongue River High School at an Indian Reservation in Dayton, WY; Josephine F. Garza, Director of Project Pals, a National FFA mentoring project for working with at-risk youth in Alexandria, VA; Gene F. Graham, Ph.D. candidate in Claremont, CA and consultant for the W.K. Kellogg Foundation, noted for his work in developing projects which promote all youth; Will A. Lewis, is an FFA Youth Consultant in Nashville, TN and a consultant to the National FFA Board of Directors; Jessie L. Myles, is the Director for Race Equity for the Nebraska State Department of Education in Lincoln, NE; Freddie Scott, is Assistant Professor in the Department of Agriculture Education at the University of Arkansas in Fayetteville, AR; and, Joan Sung, is Director of Elementary Education for the Novato Unified School District in Novato, CA.

The Multicultural Task Force listed all the areas of FFA activities in which multicultural awareness and diversity could be infused, and they were: National FFA Convention; Leadership Activities; WCP; MFE; Awards and Contests; and Communications within the organization.

After defining goals, the task force reviewed areas of focus including National FFA Convention and communications.

Jamie M. Cano and Josephine F. Garza will meet one more time to finalize the first draft of the diversity proposal to be discussed with FFA Center leadership. A final draft will then be submitted to the board for action at the January Board of Directors meeting.

## **DRAFT #1**

### **A Proposal to Study the National FFA Contest and Awards Program**

#### **Need Statement**

The National FFA Organization developed and implemented a new operational structure in 1991. Officially implemented on September 1, 1991, the aim of the "new FFA" was to be customer-focused. Customers, as defined by FFA, are anyone who can say NO! To FFA, this means that students, teachers, parents, school administrators, guidance counselors, policy-makers, corporate sponsors, etc. are all FFA customers whose needs must be identified and responded to in an aggressive fashion if the organization is to have sustained growth and development in the years ahead.

A primary focus of the FFA since 1928 has been to recognize students through competitive activities through which they could utilize and demonstrate knowledge and skills they had learned through the agricultural education instructional program. These competitive activities are categorized in three ways: individual, team and chapter. Each of these areas have provided FFA youth with opportunities to achieve, grow and develop. However, today some people question whether or not today's FFA is effectively meeting the needs of its customers whose ethnic make-up, cultural background, geographical location, career interest and personal needs have tremendous diversity. Additionally, there are those who are re-thinking the "win vs. lose" delima created by competition. Those who question the effectiveness of FFA's approach come from various educational, industry and geographical backgrounds, and are concerned with the large number of students (ages 12 - 21) that are not receiving the advantages of the FFA experience.

In light of these concerns, the national FFA officers and national FFA board of directors directed the FFA Center staff to write a proposal to study the contest and awards area and to submit it to them for their consideration during the January 1992 meeting.

#### **Proposal Development**

During the months of August, September, and October 1991, the teacher services team developed and implemented a plan for writing the proposal. This plan included the following components:

1. **FFA Center Staff Discussions:** The FFA staff held extensive discussions about the contest and awards study during a staff meeting in August 1991. This forum allowed the staff to present their various points of



view and presented interesting dialogue regarding the role of competitive events in the modern educational setting. A primary outcome of the staff's discussion was the need to get outside thinking for this project. This provided the teacher services team with an excellent beginning for the proposal writing.

2. **Teacher Services Team VSO Visits:** Three members (Duval, Pollok, Seefeldt) of the teacher services team conducted a half-day fact-finding visit to other vocational student organizations. FBLA, FHA and DECA staff were involved in these discussions. This provided insight into the operations of other student organizations and how they approach competitive activities for their members.
3. **Teacher Service Team State Visits:** State agricultural education staff helped to coordinate and conduct state fact-finding trips to Vermont, New Hampshire, Georgia, Illinois and Washington. Through these visits, FFA staff (Duval, Pollok, Seefeldt, Stewart) contacted and interviewed various FFA customers, including: FFA alumni, school principals, guidance counselors, vocational directors, agricultural education teachers/FFA advisors, non-agricultural education/FFA instructors, parents, farmers, FFA members, non-FFA agricultural education students, local industry representatives, state staff, teacher educators, past FFA members, district supervisors, non-agricultural education/FFA students, state FFA officers, extension agents, state legislators, state director of vocational education, commissioner of agriculture, farm show director, and Farm Bureau leaders. Additionally, over thirty agricultural education/FFA programs were visited covering the rural, suburban, urban, comprehensive, vocational center and magnet school perspectives. Approximately, eighty-five people were visited one-on-one and had input into the state visit process. This activity serve as a tremendous educational activity for FFA staff and identified key topics that must be addressed through this research effort.
4. **FFA "Think Tank" Meeting:** On October 30, the teacher services team hosted a "think tank" writing meeting of various individuals who share a common interest in FFA, agricultural education, agricultural industry, student organizations and/or youth development. Specifically, this meeting included representatives of the following groups: teacher services team, FFA foundation staff, student services team, 4-H staff, agricultural education staff (middle and high school), agricultural industry, NVATA staff, NYFEA staff, parents, FFA alumni, National Council staff, VICA staff and FFA administration. The primary thrusts of the meeting were two-fold:
  - (a) To brainstorm ideas and openly discuss topics related to: competition, recognition, incentives, awards, student interests, education goals, industry, goals, role of the student organization and credible research.

- (b) To draft the components of the background and goals of the study and identify the customers/stakeholders to involve in a credible research effort.

Overall, these four phases provided a foundation on which a credible proposal could be written that would be customer-driven. The costs of these phases were absorbed by the teacher services team: \$4,000.00.

## Proposal

The teacher services team proposes that a research study of the FFA's contest and awards program will lead the way in moving toward a customer-driven organization. This will increase the capacity of the teacher services team in their quest to make a positive difference in the lives of young people through service to teachers.

In order for FFA to truly meet the needs of its contest and awards customers, research must be conducted that is both qualitative and quantitative in nature. It must begin by answering two key questions:

1. Who are all of FFA's contest and awards customers?
2. What do these customers want from FFA's contest and awards' programs?

The responses of these questions can and will improve all of agricultural education and assist it in reaching it's goals:

1. To update instruction in agriculture and expand programs about agriculture.
2. To serve all people and groups equally and without discrimination.
3. To amplify and expand the "whole person" concept of education, including leadership, personal and interpersonal skills.
4. To develop educational programs that continually and systematically respond to the trends and demands of the marketplace.
5. To provide the stimuli that will foster the spirit of free enterprise and develop creative entrepreneurship and innovation.
6. To provide leadership and cultivate strong partnerships in the total educational system.
7. To elevate and extend our standards of excellence in classroom and laboratory instruction, supervised experience and student organizations.

FFA will, in turn, be positioned to move aggressively toward it's mission of "making a difference in the lives of young people" by:

- Addressing middle school customer concerns.
- Addressing magnet and vocational center customer concerns.
- Exploring alternative delivery methods of FFA.



- Identifying all FFA customers and having them quantify their needs and desires.
- Allowing our customers to tell us how they want to be recognized.
- Updating names and content of current recognition programs as per customer wishes.
- Allowing teachers to determine the best means of inservicing.
- Examining how to attract new customers through competitive activities.
- Exploring ways to align FFA activities with America 2000 goals.
- Examining new awards and incentives as requested by students and teachers.
- Examining new contest and awards management techniques as requested by students and teacher in order to be more responsive to customer desires.
- Discovering new alternatives for communicating information from national to local and vice versa.
- Understanding the value of competition/recognition to FFA customers.
- Exploring ways to best serve physically or mentally challenged customers.
- Identifying and meeting the goals of school administrators and guidance counselors.
- Determining the value and need for more participants in national level activities.
- Attracting and involving a broader ethnic population.

The answers to these and other related concerns will give FFA the information needed to successfully update, delete and/or improve existing or new programs so they are meeting the needs of FFA's customers including:

1. Students
  - a. Elementary (pre non-ag.)
  - b. Secondary (ag. and non-ag)
  - c. Post-secondary (ag. and non-ag)
2. Secondary Teachers (ag. and non-ag.)
3. Parents (ag. and non-ag.)
4. Local, State and National Sponsors
5. State Leaders (Supervisors, Executive Secretaries, Teacher Educators)
6. School Administrators (principals, superintendents, school boards)
7. Guidance Counselors
8. Policy-makers
9. Alumni (former FFA members and FFA Alumni members)
10. Potential Employers (ag. and non-ag.)
11. Commodity and Value-added groups

## **Implementation**

A professional firm will be hired to conduct focus group research that will identify the needs of the FFA contest and awards customers. These needs would include items related to student recognition, student competition, teacher inservice and goals of the education and private sectors, and other items identified through the

focus groups. These focus groups would be conducted in six regional areas of the nation including: Northeast, Southeast, Upper Midwest, Lower Midwest, Southwest and Northwest. This will give full coverage of the nation and provide information to allow FFA to become customer-driven in its contest and awards program.

Following the focus group stage, a follow-up survey based on the topics identified by the focus group participants will be conducted involving all contest and awards' customers. This will provide valid and reliable data for revamping the current awards and recognition system. Also, derived from this effort would come accurate demographic and ethnic information about FFA's customers.

## Timeline

Approximately one year will be necessary to complete the project and report back to the National FFA Board of Directors with specific recommendations for change. The timeline to accomplish this is as follows:

- |                |  |
|----------------|--|
| February       | • Hire professional firm to conduct research.  |
| March/April    | • Conduct focus groups in six geographic areas.<br>• Evaluate the results of the focus groups.<br>• Request presentation time on the agendas of NVATA, AAAE and NASAE meetings conducted during the AVA Convention.  |
| May/June       | • Conduct quantitative phase of research.<br>• Evaluate the results of the research.   |
| July           | • Report of research findings to FFA board of directors.   |
| August/October | • Establish action force to steer the development of recommendations for updating, deleting and adding new activities; this action force would be made up of representatives in and out of agricultural education and be representative of all FFA customer groups identified through the research effort. |
| November       | • Preliminary report of the action team to the FFA board of directors and foundation sponsors' board; this report will request approval of specific changes to individual awards (proficiencies and degrees) in order to move forward with updates.  |
| December       | • Request NVATA, NASAE and AAAE to place the preliminary report on their AVA agendas for suggestions and input.  |



- Prepare final revisions to the action force report and mail to the FFA board of directors.

January

- Final report of specific recommendations to the FFA board of directors.

February

- Begin implementation of approved recommendations.

## **Project Management/Personnel**

### **Ad Hoc Team**

An "ad hoc" team will be established to oversee the research component. This team will include representatives of: Teacher Services, Student Services, Partner Development, Sponsor Development, NVATA, NASAE, AAAE and FFA Alumni. This team and project will be chaired by a member of the teacher services team and will conclude its role with the July - 1992 FFA board of directors meeting.

### **Action Force**

The development of recommendations for the FFA board of directors will be managed by the establishment of an action force. This action force will be selected through a national nomination process. The make-up of this group will include representatives of : teacher services, agricultural teachers/FFA advisors, school administrators, guidance counselors, business & industry, FFA executive secretaries, past FFA members, FFA members, FFA parents and other youth development (ie. student organizations) entities. The action force will be chaired by non-FFA staff and will complete its task with its final report at the January - 1993 FFA board of directors meeting.

### **Evaluation**

The research effort will be on-going through the use of several approaches, including:

1. The FFA staff will begin to build more funding into special projects for research and evaluation. These monies will allow each activity to be totally reviewed by the customers on no less than a three year review schedule. This research would be conducted by a professional research firm.
2. "Tear off" response cards can be periodically (based on available funds) used in the teacher publication and student magazine to maintain a constant feedback loop from the customers. This information would be evaluated through an outside group.

This evaluation process will keep FFA programs on the cutting edge of the needs of its customers and insure grassroots feedback into FFA program management, development and inservice decisions.

## Budget

1. Focus Group	\$ 20,000.00
2. Survey Research	\$ 12,000.00
3. Telephone	\$ 1,000.00
4. Postage	\$ 2,500.00
5. Action Force Meeting	\$ 10,000.00
6. FFA Staff Travel	\$ 3,000.00
7. Printing/Photocopying	<u>\$ 1,500.00</u>
	\$ 50,000.00



**National FFA Organization  
P.O. Box 15160  
Alexandria, VA 22309  
703-360-3600 • Fax: 703-360-5524**

November 5, 1991

**M E M O R A N D U M**

Sent to: Board of Directors  
Sent by: Bernie Staller  
Subject: FFA Center Computerization

I. Current Operations

A. FFA Membership/Circulation

FFA Membership/Circulation information is collected through the chapter roster. That information is "keyed in" on IBM PCs. A batch of information is sent to Bob Barry in Cincinnati, Ohio on PC disks where he dumps the batch into the main data maintained on magnetic tape. At the same time he produces magnetic tape that is sent to our FFA *New Horizons* printer for use with the next issue. He also produces any label runs and so forth. Our tape is then removed from the borrowed mainframe of the Catholic diocese until the next "batch" is sent from the Center.

There is no ongoing or live access by FFA to our list. FFA maintains all of the printed rosters with 400,000 names to refer to when a membership is in question. We do not have the ability to do live computer searches.

In addition, any change on a member (zip code as an example) requires an entire new record to be entirely rekeyed (i.e., name, address and so forth). We cannot update records but rather must delete the record entirely even for small changes.

The Chapter address changes and similar information must be hand shared and rekeyed a second time for Supply Service use as there are two different computer systems.

For Membership/Circulation this is:

- 1) a very cumbersome system,
- 2) a very time consuming system,
- 3) not user friendly,
- 4) not of value in for management research on membership
- 5) requires lengthy "turn around" time. Currently the total cost of managing Membership/Circulation is \$211,000 or about \$.54/member.

B. Accounting

The basics of our present system is computerized. There is integration between account payables, receivables, general ledger and so forth. The basic management reports are available.

To update the system as our needs change however is very time consuming and requires a programmer. As an example, to make the change to allow the cashier to enter the daily receipts directly into the system for purposes of automatically updating the accounts receivable and order entry records, has required in excess of 100-200 staff hours. You might note that prior to September of 1991 our cashier operation produced 52,000 "control tickets" in hand written form. Three copies of each (156,000 pieces) were filed and all the hand written data still had to be keyed into accounting software.

If a staff member produces a purchase order for \$5000 worth of printing, it never shows up on the accounting system until the bill arrives! The staff member needs to keep "their own set of books" in order to know what's spent and what's encumbered. We literally have 10 or more sets of "manual books" being kept . . . all of which end up being duplicate! In addition, staff enter into a hand notebook the individual purchase order numbers and information to track these items. There is no integration with the accounting system.

Since Accounting is not integrated with Membership/Circulation (or any other income stream), there is no single list of receivables. If a Chapter owes money for a Supply Service order, Washington Conference Program participant or additional items . . . they are three separate areas and do not show up on any one list. One needs to search each individual area. It's not possible for FFA to even send one invoice to the Chapter.

The package is slow, cumbersome, poorly integrated and of little use by program managers. However, it does accomplish the basic accounting function.

#### C. Supply Service

The Supply Service handles 30,000 orders per year along with all corresponding purchases, inventory tracking, receiving, payments, shipment tracking, accounts payable, late payment tracking, invoicing, back orders and so forth.

The Chapter information (address changes, advisor changes, etc.) cannot be shared with Membership/Circulation through the computer.

The purchasing of items to be sold in the Supply Service does not integrate to the inventory of those same items when received.

The system is overloaded during rush periods and suffers numerous slow downs, "bombs" and "freeze ups" creating a great deal of frustration among staff.

#### D. Word Processing

Our secretarial type activities are all integrated through a Novell network to each other. To connect to Accounting is possible in specific situations. There is no connection to Membership. This network does share information (by disk in Alexandria and by modem to Madison) with the FFA Foundation



E. FFA Foundation

The FFA Foundation accounting/records system is not integrated in any manner. Any accounting shared data is rekeyed. Some is shared from the Macintosh Network.

F. Summary

FFA needs a computer system that:

1. Is totally integrated between all functions.
2. Is reliable with modern speed.
3. Is a research/management and marketing information tool.
4. Provides on-line access to current information of all types to appropriate staff in order to manage budgets and funding.
5. Is user friendly and useable without full programmer training.
6. Allows the establishment of separate businesses so the Foundation and the FFA can maintain separate unique financial records yet can easily transmit information back and forth.
7. Has bar coding ability to speed the handling of data especially membership, invoicing and shipment tracking.

II. Research. Contacted were:

A. Girl Scouts: National headquarters in New York. We talked to the head of "Equipment and Services", "Data Processing" and "PC Network Manager". They currently have 7 different systems. They do not have any integration among their mainframe and 4-5 "minis" plus the network. They did have hopes to integrate someday but most of their programs they "just grew up with". The Data Processing person said they did develop a system entirely from scratch a few years ago for that one area.

B. Boy Scouts: FFA contacted information systems. Ms. Susan Spalter (214-580-2547).

C. United Way of America; the national office in Alexandria, VA. We talked with Karen Pickhart. They have IBM AS400 series since mid 1988. Very reliable, few problems. Hardly ever goes down. They use a RPG 3 system. Very easy to program, get reports, etc.

Will need someone to support the computer but don't need a programmer.

United Way has a J. D. Edwards financial package. It's great for accounting but is very difficult to interface with other operations.

Karen suggested we consider "Software 2000" brand on IBM or CSCI which United Way of DC uses.

Another option she liked, but less, was "New Generation Software" of California. Mr. Fred Porter (1-800-824-1220).

D. United Way of Washington, D.C. Contact John Walter (202-488-2070)

Use CSCI Software running on a AS 400 computer. Use only the accounting package. Very pleased. Very simple and easy to use

### III. Plan of Action

- A. Philosophy: FFA staff are following the philosophy that the software is what counts. The hardware that runs the software is secondary.

The hardware vendors, however, have developed "teams" and joint ventures with software programs.. Therefore, FFA contacted hardware vendors seeking their help in finding their business partners in software.

- B. Companies contacted:

1. ATT - Microdec Computer Center. Mr. Jim Grant (703-280-1600) indicated that they did not deal much with non-profits. Recommended computer solutions.
2. DEC - Called were Jon Arnold (603-884-5748) at Digital World headquarters, John Lopynski (876-5411) at Digital Equipment Corporation's regional office in Fairfax, Virginia, who has two staff dedicated to the non-profit market and Renny Hull at DWC Software (which runs on DEC equipment) with any equipment through Hamilton Avnet, a DEC distributor. They are making a proposal

**Note:** DEC sells equipment directly. It also sells to a distributor (i.e. Hamilton Avnet) and it forms third party "teams" with software groups (DWC).

3. IBM - The National "hotline 800 number" was contacted. They referred FFA to local IBM distributor Roland Harris in Washington, D.C. (202-515-4000) who recommends CSCI as their software partner specializing in non-profits. They have made a proposal.
4. Hewlet-Packard/Memory Systems in Washington, D.C. (202-429-1922) is researching a software partner but has yet to respond.
5. Apple/FC Business System in Fairfax, VA (703-385-2758) indicated little interest but agreed to make a proposal if there were interested. We have not heard from them.
6. Computer Solutions: Charlie Morenus of Bethesda, MD (301-951-5505) has a business relationship with Applied Business Systems. They are recommending a "PC Network" with no main processing unit. FFA is very skeptical, however, we are awaiting a proposal.

At this point the CSCI/IBM proposal and the DWC/DEC proposal seem viable.

### IV. Proposed Solution -- Being worked on now



## **Final Report 1990-91 National FFA Officers**

What a year to serve as National FFA Officers! It is hard to believe that in one year's time we witnessed our country in a war and the fall of the communist party in the Soviet Union; not to mention many changes in our own organization.

Now as this incredible year draws to a close, we, the 1990-91 National Officers, submit this final report you, to the National FFA Board of Directors .

We have a few recommendations to ensure an even better year for future teams. This was a very difficult task without "digging up old bones" that the restructuring has already corrected. As a team, we developed five areas for suggested improvement:

### **I. Communications**

Our number one suggestion is to improve the communication link between the National Center and the National Officers. We found as we traveled around the country that National Officers are expected to be "all knowing" on all National FFA activities, departments, and new developments. It is very frustrating for a national officer to be questioned on new developments and have no idea what people are talking about, then to receive the information second hand. We realize that in many cases there was probably a memo sent to our home, but that is part of the problem. For one reason we are only home once a month most of the year and at that time we are welcomed by an overload of mail with no direction given as to what is important or just for our information. On improving communications, we recommend three suggestions:

A. There is a monthly conference call open to all of the National FFA Center Staff. This is an excellent opportunity to update officers on new activities.

B. We recommend the CRT screen all mailings and send a cover sheet with the most important items highlighted.

C. Communications will also be greatly improved by the new direct mailing system proposed in the National FFA Officer Handbook, page 17, section number 4.

## II. Scheduling and Utilization of National officers

We strongly recommend that the National Organization continually investigate the best possible utilization of National Officers. Every year the question should be asked: Are we using our National Officers most effectively showcase the National FFA Organization? Or are we simply locked into tradition? From our understanding our officer team effectively operated under our proposed budget. This should open some doors financially for some new and innovative activities.

## III. Correspondance

Correspondance is the most difficult activity as a National Officer, yet is crucially important. We received very little guidance or support with our corespondense responsibilities. However our team was allowed to input into the proposed New National Officer system. If you will look at page 16, section E, you will find our recommended improvements and concepts.

## IV. National Conferences

### A. National Leadership Conference for State Officers

1. We believe that it is mandatory that two officers attend each NLCSO and the pairs need to remain the same for each NLCSO, if at all possible.
2. We recommend each pair receive three days of scheduled preparation time sometime prior to their first conference at a location to be decided by the pair in conjunction with the CRT.
3. We strongly recommend that the entire NLCSO program be revised completely according to the goals and objectives decided upon by that years National FFA Officer team.

### B. State Presidents Conference

1. Our team found this year that there is not a need for added hired staff during this conference. All you need is capable personnel from the National Center and adequate preparation time prior to State Presidents' Conference.



### C. National FFA Convention

1. Our only recommendation for preparing for National Convention is that a week in October be scheduled for the Officer to get back together and finalize preparation of convention. We were never given the opportunity to prepare as a team. We spent countless hour on the phone with each other and arrived in Kansas City with several questions. This suggestion is also addressed in the New National Officer system page 19, number 5.

### V. Religion

We felt that there is definitely a need to address the freedom of religion preference issue. In July we did not realize the consequences that the policy would have on the freedom of religious expression. We believe in freedom *of* religion, not freedom *from* religion. We believe this organization was founded on strong values, morals, and religious ethics. While it is important to respect the beliefs of the minority, it is also important to respect the beliefs of the majority. In order for our organization to maintain the reputation and support it currently has, we feel this issue needs to be carefully deliberated and a consistent format followed by the entire organization.

On a positive note, we owe a great deal of thanks to the National FFA Center staff for all of their help and guidance this year. We especially thank them for listening to our ideas and helping us make them work.

That same thanks is extended to you, the Board of Directors, for your "open door policy" it has been a honor to work with such a distinguished group of professionals.


A special thanks to all of the staff members who played a special role in insuring the success of our NLCSO and SPC conferences. We would also like to thank the National FFA Foundation for their time and efforts in our successful business and industry visits.


Our final thanks goes to all who were instrumental in allowing us the chance to influence the role of National Officers in the future through the proposed National Officer System. We fully support the new changes in that document which addresses the majority of our suggestions.

In closing, Danny, Jules, Lesa Ann, Ben, Matt, and I (Mark), would like to say that this has been an incredible year. We have made memories that will last a lifetime. We each have grown from our experiences as a National FFA Officer. It has been an honor to serve the membership of the National FFA Organization and to serve on the National FFA Board of Directors. We are excited about the future of the National FFA Organization, and believe "the best is yet to come." May God bless each of you.

Respectfully Submitted,

  
Mark A. Timm

  
Danny Grellner

  
Lesla Ann King

  
Julie Classen

  
Matt Lohr

  
Ben Nessmith