



North American Colleges and Teachers of Agriculture

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NACTA Transition Blueprint

June 2017 – June 2019

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EXECUTIVE SUMMARY

NACTA TRANSITION BLUEPRINT JUNE 2017 – JUNE 2019

Purpose of the Blueprint

To outline a plan to develop a sustainable business model for NACTA as a professional association.

Current NACTA Purpose (Source: Article II of the NACTA Constitution)

1. Provide, for all post-secondary teachers of agricultural, environmental, natural and life sciences, a forum for discussion of questions and issues relating to the professional advancement of agricultural instruction.
2. Seek improvement in the post-secondary teaching of agricultural, environmental, natural, and life sciences through examination and discussion of courses and curricula, teaching and testing techniques, facilities, and materials.
3. Encourage, promote, and reward instructional excellence in agricultural, environmental, natural, and life sciences, and the research supporting this instruction.

Key Situational Factors

1. NACTA must establish a new management arrangement within two years.
2. NACTA must increase its revenues to be sustainable.
3. Transitions provide opportunity to review and renew organizational mission, purpose, strengths, weaknesses, and opportunities to maintain and increase relevance.

Responsibility

The NACTA Executive Committee (President, President Elect, Secretary/Treasurer, five Regional Directors, two or three Regional Directors-Elect, Elect, Immediate Past President, Editor, Membership Director, and Historian) is responsible for managing the transition on the members' behalf.

1. This duty is described in the NACTA Articles and Bylaws.
2. The Executive Committee may recommend options that could require final membership approval.
3. The Executive Committee may delegate a committee, possibly including non-Executive Committee members, to assist in transition planning.

Action Steps

1. Affirm or revise NACTA mission, vision and operations by:
 - a. Reviewing existing mission statement
 - b. Updating mission statement, as warranted
 - c. Document tasks required to operate NACTA
2. Review and update existing Articles and Bylaws, as needed, by examining:
 - a. Duties of Executive Committee
 - b. Committee structure

- c. Role of members
 - d. Role of outside entities in existing structure
3. Develop an action plan to:
 - a. Establish goals, objectives, and timelines for transition plan components
 - b. Assign responsibility with accountability for all plan components
 4. Develop NACTA business plan:
 - a. Conduct a financial analysis of the current operation to quantify:
 - i. Expenses:
 1. National Agricultural Institute, Inc., (NAI) management services
 2. Non-specified management/operational services
 3. Programs:
 - a. Faculty Summer Conference
 - b. Collegiate Experiential Learning Conference
 - c. Awards Program
 - d. Journal
 - e. Enhancements supported by grants
 - ii. Revenue sources:
 1. Membership income
 2. Journal articles by non-members
 3. Conference profits
 4. Grant income
 5. In-kind and other contributions such as committee work by members
 - b. Define value of NACTA value to prospective stakeholders
 - i. Legacy, reputation, etc.
 - ii. Current relationships
 - iii. Future potential as an organization that is serving a critical, quantifiable role in meeting the workforce and research-based teaching needs in agriculture
 - c. Identify potential income sources
 - i. Enhancements of current sources
 1. Expanded Memberships
 2. Conferences Income, including sponsorships
 3. External sponsorships of organization projects
 4. Partnerships with other organizations
 5. In-kind or other support from a management organization
 6. Expanded use of the Foundation
 - ii. New income sources (potential)
 5. Develop and conduct comprehensive membership campaign.
 6. Management options
 - a. Establish an independent entity

- b. Contract for services with a management firm
 - c. Join or partner with an organization with capacity to manage NACTA's programs
 - d. Dissolve NACTA
 - e. Other models
7. Develop living strategic plan encompassing transition period and process for regular review and revision.

OVERVIEW OF THE 2017 VISIONING PROCESS

Introduction

This document provides an overview of NACTA's previous planning efforts, along with a recap of the current visioning process. It is intended as a resource in the upcoming transition process, as well as a historical record for future members and management partners.

Planning Efforts by NACTA (Since 1990)

1990 (NACTA 2000)

The efforts are explained in "Planning Opportunity: NACTA 2000," published in the NACTA Journal December 1990, and "NACTA 2000 Planning Workshop," published in the NACTA Journal, September 1991.

The planning process appeared to be well designed. It is not clear how well it was executed. When the next planning exercise is attempted, the 1991 model (and/or the 2006 model) might be useful.

2006

From an August 8, 2006, email from Foy Mills to Jeff Hattey and Rick Parker, based on comments he had made earlier to the Executive Committee, Mills said:

"During the second session of the Executive Committee meeting in June, the importance and need of long range planning for NACTA was discussed. There have been no initiatives involving strategic planning within NACTA for many years."...

"The Executive Committee created a Committee...to "plan, develop, and lead a condensed strategic planning workshop to be held following the fall Executive Committee meeting."

Mills also noted in this email:

"NACTA has just passed its 50th birthday. Our professions look very different than when NACTA began in the 1950's. NACTA looks different." and "Maybe it is time for the Executive Committee to approach someone like USDA-HEP or Kellogg to consider funding a strategic analysis of the direction of teaching (Agriculture) in higher education and what role NACTA will play in leading. Maybe it is time for NACTA to do a self-study"

The 2006 Strategic Planning process resulted in a SWOT exercise, but apparently a formal Strategic Plan was not created. Four documents from this planning effort were reviewed:

1. "History of Recent NACTA Strategic Planning Efforts;"
2. "NACTA Strategic Planning Ad-hoc Committee Meeting Summary," August 25, 2006;
3. The "SF-SWOT" Exercise, and

4. “NACTA Member Comments”

Conclusions

The documents reveal two major elements:

1. The SWOT statements made in 2006 are similar to statements in the interviews conducted for this 2017 project
2. Many of the ideas and suggestions that surfaced in those discussions have been addressed through incremental changes in, for example, the Summer Conference, the Journal, the Awards Program, and, most recently, the effort begun in 2016 to redesign the “Judging Contest” to an Experiential Learning Program.

Some issues remain however, and are now approaching a critical juncture in NACTA’s history.

2017 Status

1. The critical juncture is the need to transition to a new management service within the next two years.
2. To do this, a sustainable business model needs to be developed and executed by the organization.
3. A perennial issue identified in the planning efforts in 1990 and in 2006, and one which emerged very strongly as a major concern in this visioning effort, is the need to address Memberships.

As memberships are currently the major source of revenue, addressing them as part of the planning effort for the management transition may be a helpful part of revenue generation needed to sustain the organization in the future.

THE NACTA VISIONING PROJECT 2017

This effort was not undertaken as a Strategic Planning effort, but rather more like what Foy Mills suggested in 2006 when he said, “Maybe it is time for NACTA to do a self-study”

An ad hoc Visioning Committee was established in Feb. 2017.

Member	Role	Affiliation
Richard Crow	Associate Professor of Agronomy	Morningside College
Tracy Hoover	Associate Dean for Undergraduate Education, College of Agricultural Sciences	The Pennsylvania State University
Dana Ladner	Compliance Education Coordinator	Kansas Department of Agriculture
OP McCubbins	Assistant Professor-Agribusiness	Tennessee Technological University
Foy Mills	Professor and Program Leader-Agribusiness	Sam Houston State University
Mark Russell	Professor and Head, Youth Development and Agricultural Education	Purdue University
Ann Marie VanDerZanden	Professor of Horticulture and Director, Center for Excellent in Teaching and Learning	Iowa State University
Cheryl Wachenheim	Professor, Department of Agribusiness and Applied Economics	North Dakota State University
Rick Parker – Ex Officio	Editor, NACTA Journal	College of Southern Idaho
William Nelson – Facilitator	William Nelson, LLC Retired as President, CHS Foundation and VP Corporate Citizenship (2016). Associate Professor Emeritus, University of Minnesota (1992)	

Purpose

To provide guidance for the project, the term “blueprint” was suggested as a format/model/metaphor for the final results of the self-study. That may still be an appropriate term, but ultimately this task force has conducted an organizational audit, resulting in recommendations as to how NACTA should proceed. While this is not a strategic plan, developing one in the future may be useful to the organization. A strategic plan should be led by the Executive Committee.

Process

We primarily used a qualitative approach, with in-person and telephone interviews: conference calls, and literature review, including workforce data.¹ A key observation is that when asked about the value of NACTA, the responses were very subjective, especially related to the value of participation in the annual conference. The Journal also received high praise, but like the Conference, its value to members may be limited to their individual use of the Journal. The Journal is valued for its content, or as a place to publish; the conference is valuable only if a member attends. NACTA must determine the value of each to the broader community of stakeholders

NACTA has a wealth of talent with members of exceptional quantitative skills. Planning efforts going forward should incorporate quantitative methods into the efforts. Examples include expanded use of member surveys which could be used to engage with members, and utilization of the data now available around workforce needs, including in the entire supply chain industry and school-based agriculture teachers. The data could be valuable in communicating and marketing the organization to potential members, funders, and in negotiations with a new management partner.

Finally, during the interview process many questions were asked regarding the future of the profession, workforce, diversity, disciplines, etc., and referred to some published information about some of these. These were issues the CHS Foundation and other industry supporters have been trying to address through funding of, and engagement with, colleges and universities, professional associations, student clubs, travel, scholarships, and professional development, ag literacy programs, etc. Committee members and others interviewed seem quite connected to many of these efforts, but this doesn't seem to transfer effectively to NACTA as an organization. "Liaisons" are mentioned in the Constitution, but may be significantly underutilized.

On May 19, 2017, as the visioning process neared its conclusion, the American Association for Agricultural Education (AAAE) released its report "American Association for Agricultural Education National Research Agenda 2016 – 2020"², with a recently approved "2017 – 2020 Strategic Plan". The strategic plan listed AAEE's vision as "to be the premier national society for social science scholarship in food, agriculture and natural resources." The mission was outlined as "to foster excellence in the discovery and exchange of evidence-based solutions for special science challenges in agriculture and related sciences."

These statements may be the contemporary version of what Foy Mills suggested in 2006 as a "strategic analysis of the direction of teaching (agriculture) in higher education and what role NACTA will play..." In-depth research, policy initiatives, and

¹ Some of these documents cited or appended to the "NACTA Blueprint Research and Findings" document.

² Roberts, T. G., Harder, A., & Brashears, M. T. (editors). (2016). American Association for Agricultural Education national research agenda: 2016 - 2020. Gainesville, FL: Department of Agricultural Education and Communication.

perhaps subsequent funding likely will continue on this topic. NACTA should position itself not as “the leader” – an unrealistic role for NACTA – but as playing a leadership role. This positioning aligns with the current move to more diffused leadership as considered in Robert Greenleaf’s concept of “Servant Leadership”.

The AAEE Research Agenda and Strategic Plan likely will have the typical challenges of fulfilling the promise of Strategic Plans; there may be issues with the content itself. NACTA could position itself as a player within this larger framework, and assisting other efforts to achieve their goals. For example, NACTA can position itself as the organization of choice for students seeking a career in agriculture who desire a forum in which they can expand their knowledge about the practice of teaching and learning.

2017 Officer and Director Reports to the Executive Committee

As the ad hoc Visioning Committee was completing its work in mid-June 2017, many of the annual Officer and Committee Chair Reports began coming in. Those documents are a valuable, very current status report of much of NACTA’s work. Many include recommendations. They have been added as Exhibit Three at the end of this document, and references made to some of them in the text of this document. (These are available on the NACTA website.)

Final comments

The cover notes for an excellent book on thinking about and acting on the future states: “We need new leadership skills to succeed. The dilemmas we confront, the workforces we lead, the technologies we use, and our organizational lives will change sharply in the next decade. We must develop new skills uniquely suited to the threshold decade ahead.”³

Kay Leski in *A Storm of Creativity* outlines a thoughtful approach to the roles and tools of creative thinking in the planning and execution process:

“Problem defining is essential to problem solving because the definition of a problem sets in play the direction and momentum of its solution. It is important that a problem not be defined too narrowly, so that you can recognize potential discoveries along the way. Be wary of new assumptions regarding which ideas fit and don’t fit along the path to a solution.”⁴

Finally, Harlan Cleveland provided insight for future executives, which might be applicable to the NACTA Executive Committee as well:

“The executive’s work often consists of meeting a series of unforeseeable obstacles on the road to an objective which can be clearly specified only when he is close to reaching it. He tries to imagine the unforeseen by posing contingencies and asking how his organization system would adjust if they arose. But the planned for contingency never

³ *Leaders Make the Future: Ten New Leadership Skills for an Uncertain World*. Bob Johansen, Distinguished Fellow, Institute for the Future. Berrett-Koehler Publishers, Inc. San Francisco, 2009.

⁴ *The Storm of Creativity*. Kyna Leski, Massachusetts Institute of Technology, 2015 page 41.

happens; something else happens instead. The planning therefore does not produce a usable plan but something more precious: people better trained to analyze the unpredicted and to winnow out for decision-makers (plural, as already noted), the choices that would be too costly to judge or postpone.⁵

These may be valuable insights and lessons for NACTA and its leaders as they move forward.

⁵ Boucher, Quoted in *The Future Executive*, Harlan Cleveland, 1972.

NACTA BLUEPRINT RESEARCH AND FINDINGS

Overview

This report summarizes information compiled during the research process used to create the Executive Summary. This research was approached as an organizational audit and uncovered a broad range of information, opinions and suggestions from NACTA stakeholders regarding the association's future.

This information should be considered important food for thought as NACTA leadership determines and takes the next steps.

Focus Areas

The research and information-gathering process was organized around eight goals identified for the ad hoc NACTA Visioning Project Committee. They are:

1. Create an organization that will continue to grow and progress.
2. Secure additional funding sources.
3. Maintain and expand NACTA memberships.
4. Focus on experiential learning and increase participation in NACTA Judging Conference by institutions at both two- and four-year schools.
5. Maintain and increase numbers of annual conference attendees and abstract submissions.
6. Increase involvement by teachers of agriculture, food, and natural resources at colleges and universities.
7. Promote the NACTA Teaching Awards.
8. Review overall governance along with roles, terms, and selection method for NACTA Executive Committee members (president, president-elect, membership, historian, editor, secretary-treasurer, and directors).

Focus One: Create an Organization That Will Continue to Grow and Progress

NACTA has two near-term challenges. First, it must prepare for an expected transition in management services provided by Rick and Marilyn Parker, which in recent years have evolved to a relationship with the National Agricultural Institute, Inc. Second, NACTA must replace the in-kind services provided by the Parkers and NAI. As a result, NACTA must examine and adjust its financial model.

The management transition time frame is two years, concluding June 2019. This transition could take place in three phases:

Phase I: June 2017 – June 2018

- Prepare plan for presentation to membership and NACTA Executive Committee approval at the June 2018 Conference.

Phase II: June 2018 – June 2019

- Conduct fundraising efforts to support transition strategy.

Phase III: 2019 and beyond

- NACTA's experience in strategic planning, led by its leadership, has had its share of challenges. While plans have been developed, execution appears to have fallen short. The primary challenge seems to be developing a strategic plan and then executing it in a manageable way, including updating it as the organization evolves.

This proposal recommends making the management transition plan NACTA's focus now, while laying the groundwork for strategic plan development once management change is implemented. This will enable future leaders to address any structural changes and engage the new management team in critical long-term strategic planning and direction.

Those participating in information gathering also offered general assessments, ideas, and concerns regarding NACTA's general operation:

Vision and Mission statements

While this process has not addressed the NACTA Vision and Mission statements, this could be a first step for a subcommittee of the larger group. An outline for addressing this was included in the 2006 planning documents, and there likely are NACTA members who could take on this assignment. The *Executive Summary* includes the statements of purpose from the NACTA Constitution which could be edited into a public statement.

Responsibility

The NACTA Executive Committee must fully understand and accept responsibility for managing the transition. NACTA benefits from having a highly educated membership and Board; this can bring tremendous value to the new management organization.

Committees can manage costs through in-kind work.

The research team also heard many future management structure options:

1. Create an independent entity

New developments in organizational models may hold promise.⁶ Such an approach would still require a management non-profit function. The issue is whether NACTA members "own" their organization and can become a self-sustaining organization through members' personal and professional commitments, and then expand to include others to participate.⁷

⁶ "In recent years, hybrid entities with a blend of nonprofit/for profit features have allowed charitable organizations greater flexibility in meeting their goals. Charitable organizations should be thinking creatively and strategically about how to use hybrid entities to stay relevant in today's non-profit environment." Margaret A. Cronin, Bridgeview Legal Advisors, PLLC. Marggaret.cronin@bridgeview.legal.com

⁷ Food and Agriculture Non-Profit Solutions: White Paper on New Association Management Model for the Nonprofit Sector. Ellis International, December 2016. (Exhibit Two)

2. Contract with a management firm^{8 2}

There are firms that do this for agricultural associations. It should not be difficult to establish a list of candidates and conduct a search similar to that for an executive.

The Action Steps in the *Executive Summary* include conducting a task analysis and a financial analysis to create a “prospectus” for analyzing prospective management firms. A Business Plan, including potential sources of additional revenues, might also be valuable. Increased revenue may be part of the requirements of the managing firm.

An additional challenge is identifying the new “face” of NACTA. The Parker’s, Rick and Marilyn, provide NACTA with a consistent relationship value that would be hard to duplicate with a regularly rotating leader, such as a president. There may be means of addressing this within the current leadership model. Establishment of NACTA “champions” may also be valuable.

3. Partner with an organization with the interest and capacity to manage NACTA’s interests and programs

Differing from the management firm option, this is a model used when universities assume leadership for an Institute or focused initiatives in search of a new administrative home. The reverse may also occur when a university program becomes an independent entity. Disadvantages may include university politics, and the disruption that can occur due to retirements or changes in university relationships.

One example might be a relationship with an organization like AFA (Ag Future of America), which has a strong established track record and has just entered a new leadership era of its own. AFA has tools, strategies, and a record of engaging industry and philanthropic support, along with the advantage of connections to both students and industry. Its university connections typically include administrators, career and alumni personnel. To engage in a management agreement, AFA would need to recognize a value proposition from a formal relationship with NACTA.

4. Dissolve NACTA

At least one individual raised the possibility of dissolving NACTA if a sustainable business model cannot be established within a specified period. While this possibility has been included in options for future models, it should be considered with care. It can be prudent for organizations to have an exit strategy as part of overall planning. Considering this can help broaden thinking about possibilities,

⁸ NAADA (National Agricultural Alumni and Development Association) went through a similar process a few years ago.

⁹ An example of how ASHCA (Ag Safety and Health Council of America) is doing this now is attached at the end of this document. (Exhibit Three)

and the importance of the task at hand.

Focus Two: Additional Funding Sources

To be sustainable, NACTA must develop revenue/fundraising capacity, an area in which it has limited experience. Current revenue sources have expansion potential with modest adjustments within the current structure. However, to achieve long-term sustainability, NACTA may need to actively pursue new revenue streams. Two core plans can help achieve this.

A NACTA Business Plan

In addition to supporting overall organizational direction – could be easily understood and communicated to key stakeholders, such as the Executive Committee, members aspiring to become directors, and potential funders and partners. This plan could be developed internally, relying on the skills of Executive Committee Members or other members with this expertise. A business plan would inform decision-making in preparing a prospectus used in the search for a new management arrangement.

In addition, creation of a **financial analysis** including expenses and revenues for the current management operation is essential.

Expenses

Included on the cost side are expenses specified in the agreement with NAI, outlined below, and those being provided by NAI at no cost to NACTA. The following information was provided by Rick Parker as this project began:

<i>Basic Budget for the operation of NACTA</i>	<i>Avg. Monthly</i>	<i>Annual</i>
<i>Honorariums for secretary/treasurer & editor</i>	\$2,025	\$24,300
<i>Office support provided by NAI employees</i>	\$714	\$8,568
<i>Final Journal preparation for hard copy publication</i>	\$250	\$3,000
<i>Travel (secretary & editor to two meetings per year)</i>	\$500	\$6,000
<i>Printing and mailing annual issue of Journal</i>	\$625	\$7,500
<i>Websites (four) annual fees</i>	\$284	\$3,408
<i>Equipment replacement</i>	\$175	\$2,100
<i>Phone unique to NACTA</i>	\$38	\$456
<i>Publication of awards and abstract booklets for annual conference</i>	\$350	\$ 4,200

Total:	\$4,961	\$59,532
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Notes:

- NACTA also maintains a Facebook page and a Twitter account.
- NACTA does not pay office space rent.
- Most of NACTA’s equipment was purchased by NAI and shared.
- Numbers in this budget are based on a five-year average.

Any financial analysis must also include **program costs**. It should be possible to develop a typical budget for both the annual NACTA Conference and the NACTA Judging Conference. In addition, conferences should be organized with a revenue-generation goal.

Revenue

Current and potential revenue streams include:

- Membership Income
- Journal Articles by non-members
- Typical (average) conference net income
- Grant income
- In-kind and other contributions such as members’ committee work

- Potential income sources
 - From enhancements of current sources
 - Membership development
 - Conference income, including sponsorships

- External sponsorships of NACTA projects
 - (Some of the CHS Foundation funding might be examples)
 - Support for travel scholarships for graduate students and Junior faculty may be of interest to industry sponsors

- Partnerships with other organizations
 - Invite other organizations to meet adjacent to the Summer Conference to spread costs

- Management organizations
 - Identify those willing to invest or contribute if NACTA relationship delivers value

- Develop and use the NACTA Foundation
 - Ensure it is legally compliant
 - Incorporate into long-range vision
 - Eligible to receive charitable contributions

Summary

Financial sustainability is the most significant issue facing NACTA as it transitions to a long-term, mutually beneficial management relationship. NACTA must have all facts in hand and examine a full range of creative options that deliver sustainability and value for current and future members.

Current financial information for NACTA became available through the Reports to the Membership at the June 2017 NACTA conference. This is included in Exhibit Three. We expect additional information in coming weeks, including 2017 Conference financials.

Focus Three: Maintain and Expand NACTA Membership

Current membership information is included in Exhibit Three; submitted as part of the Officer and Committee Reports to the members for the 2017 NACTA Conference.

Membership maintenance and growth have been major challenges for NACTA for some time. While membership numbers appear stable over the past several years, about 200 members do not renew annually indicating that these are offset by 200 new members with no actual net growth for NACTA. At this time, there is no tangible explanation for this.

In addition, while responsibility for membership seems to lie with the Membership Committee, it appears this committee has not been very active for several years. While the 2006 strategic planning process included a membership goal, there are no records of membership campaigns.

As membership dues have not changed in several years, dues have not been cited as a reason for nonrenewal. Membership records appear to be in good order. There do, however, appear to be variations in how institutions pay membership fees ranging from “not at all” to strong support and involvement. In some cases, dues are paid for new faculty members, but little is done to retain and engage those individuals.

One significant challenge appears to be the current Lifetime Membership program which has proven an asset to individuals, but a detriment to the association, particularly from a revenue perspective.

Membership Recommendations

There are numerous opportunities to successfully address membership-related issues:

1. Recharge the Membership Committee or create a special task force.
2. Explore launching a comprehensive membership campaign.
3. When selecting a new management organization, explore its ability and track record in maintaining and growing membership. Engage Membership Committee or task force to gather the data, executive surveys, etc., to assess the membership value of NACTA.
4. Include membership issues in Business Plan.
5. Address the problem of Lifetime Memberships openly and creatively:
 - a. Communicate estimated cost to organization.

- b. Involve the Lifetime Members in seeking solution.
 - c. Consider status conversion that delivers recognition.
 - d. Create opportunity to solicit Lifetime Members for annual contributions, perhaps through recognition program.
 - e. Re-engage Lifetime Members to support NACTA financially.
 - f. Consider providing options for Lifetime Members, with incentives to convert to a new program.
6. Consider revising overall NACTA membership structure:
 - a. Leverage Lifetime Membership as an opportunity.
 - b. Create an alumni recognition program to keep retirees and others involved.
 - c. Increase membership dues, using current and emerging ideas.
 - d. View members as stakeholders.
 - e. Actively engage members on an on-going basis to support retention.
 7. Add value for faculty members who join NACTA early in their careers and then move into administrative positions, get involved in alumni and development work, move to another college or university; or leave academia for industry.

Membership development resources

The ad hoc Visioning Committee identified documents and other resources it recommends as background reading on membership related issues.^{10 11} Also recommended:

Race for Relevance: 5 Radical Changes for Associations was published in 2011 by ASAE (Center for Association Leadership)¹². As the title implies, it challenges traditional thinking about membership organizations.

The Future of the Professions: How Technology Will Transform the Work of Human Experts.¹³ This book was published by Oxford University Press in 2015, and includes the teaching profession, especially at the postsecondary level, as one of the major professions that will undergo radical change in the next 5 – 10 years.

If the forecasts outlined in these two books are even moderately accurate, the future environment for NACTA and other academic professional associations could be significantly different. Academic professional associations such as NACTA, because of the knowledge, training, and research capacity of their members, may be able to wield

¹⁰ "Relationship Marketing Activities, Commitment, and Membership Behaviors in Professional Associations". Thomas Gruen, John Summers, and Frank Acito. *Journal of Marketing*, Vol. 64, No. 3, (July 2000), pp 34- 49. Published by the American Marketing Association.

¹¹ *The Dynamic Nature of Professional Associations: Factors Shaping Membership decisions*. Anne Walsh, La Salle University, and Kara Daddario, Campbell Soup Company, *Journal of Applied Business and Economics*, Vol. 17 (3) 2015 PP 115 - 125

¹² *Race for Relevance: 5 Radical Changes for associations*. Harrison Coerver and Mary Byers, CAE. ASAE: The Center for association Leadership. Washington, DC. 2011

¹³ *The Future of the Professions: How Technology Will Transform the Work of Human Experts*. Richard Susskind and Daniel Susskind, Oxford University Press, 2015.

greater influence over their own professions than many other sectors.

NACTA can learn from other types of membership organizations. Research included discussion by the facilitator with several membership organizations, including the National Feed and Grain Association (NFGA), Agricultural Safety and Health Council of America (ASHCA), National Association of State Directors of Agriculture (NASDA), and two major farm organizations. The members of these organizations differ greatly from NACTA's, but each has multiple sources of income, and has had to deal with diversification of revenue sources. They also have differing perspectives on the academic community, along with influence. Organizations like this can be friendly and helpful critics. In addition, they benefit from teaching faculty speaking on their programs, serving on their boards and advisory committees, an advantage for both faculty and their students.

In addition, there is opportunity to learn from other academic membership associations, including complementing what they do (or don't do) relative to professional development around scholarship relative to teaching. For example, the Agricultural and Applied Economics Association, (AAEA), regardless of efforts, focuses primarily on supporting and communicating disciplinary research. A teaching and learning committee developed several years ago, but remains a very small part of the overall organization.

Moving forward, there is opportunity to analyze current program offerings as membership incentives and consider adding to them. Suggestions that surfaced included regional meetings, taking advantage of NACTA Member's access to, and use of technology¹⁴; online resources, webinars, jointly sponsored programs with other organizations¹⁵, and positioning NACTA as a leader in its field and raising brand awareness by helping market other organizations' programs¹⁶.

Focus Four: Experiential Learning and Increased participation in NACTA Judging conference by Instructors and Students at Two-and Four-Year Schools

The changes emerging since a special meeting held at the June 2016 NACTA Conference, appear to be very promising. A description of the current situation, in the form of an abstract for a presentation to be given by Kevin Donnelly, is included as an Appendix to this document.

¹⁴ Through its memberships NACTA has access to cutting edge educational technology that benefits not only college students but could be of significant value to industry and government, including workforce development, economic development, health and safety, sustainability, etc.

¹⁵ The Farm Foundation has recently begun doing this and has been receiving positive feedback, including expanded awareness of the organization.

¹⁶ The First Nations Development Institute (FDNI) may be a model. They have launched a major initiative in food and agriculture on native land, and received significant philanthropic support for the program. They have begun doing a lot of training, conferences, etc. They also provide a Listserv which publicizes what other organizations are doing in this space.

In addition, the NACTA Undergraduate Experiential Learning Committee Report from Co-Chairs Dana Ladner and Tracy Rutherford is especially insightful and descriptive of the progress of this effort since the June 2016 Meeting. It is included in Exhibit Four of the Appendices.

It may be helpful, however, to identify some of the issues and concerns that surfaced in the interview process.

Among the comments received was a sense of disconnect between faculty membership of NACTA and those who are judging coaches and/or only involved in judging events. There also appear to be differences between those from two- and four-year schools regarding membership issues, Journal issues, and Summer Conference participation.

There may also be some competition for the NACTA Judging Conference from PAS, NAMA, and AFBF's Collegiate Discussion Meet, as well as from disciplinary programs such as livestock, crops and soil; club activities and the myriad of other opportunities available to college students. NACTA's biggest competition includes:

- Other events in April, such as hosting FFA CDE's, undergraduate research symposiums.
- Number of students working and unable to commit
- Travel expenses (not insurmountable, but increasingly difficult to access).

AFA is stepping up its involvement with collegiate experiences, including topical forums, and may also be reaching out to other organizations to join this effort.

One of NACTA's advantages is its ability to handle both two- and four-year college levels of competition. Having multiple leadership development options for college students is a positive. NACTA's challenge is to position itself for sustainability in this field.

Focus Five: Maintain and Increase Conference Attendees and Abstract Submissions

The NACTA Conference and the Journal are addressed separately in this section.

NACTA Conference

Based on both interviews and post-meeting feedback, the assessment of the annual conference is generally very positive. The most frequent comment referenced the "familial" aspect of the conference. Among other feedback, the current planning process seems to work well, university sites are a fit for NACTA and many have high-quality assistance for event planning. Locations, however, sometimes affect participation.

Among areas of concern or potential improvement was the structure of sponsorships. Sponsorships are used to varying degrees by each host, but the current system does not lend itself to potential national sponsors that might be accessed in geographies where the conference is held. This might be addressed through a modified approach to Conference planning.

In addition, there is a need to increase revenue generation. Among opportunities is

leveraging the conference as a venue for training (and presentation opportunities) by other groups such as what occurred with USDA in a few years previous.¹⁷ That event brought diversity to the conference and an expansion of this approach could capture missed opportunities. A variation might be complementary tracks for special interest groups, such as faculty teaching about cooperatives.¹⁸

In general, there are numerous opportunities to rethink this event, perhaps even viewing it as an Institute. There is also potential in new ways of organizing and teaching, including adapting to new areas of interest such as precision ag, conservation and sustainably, and agriculture health and safety. These may also address some of the challenges in attracting two-year college participation.

Journal

The Journal is perceived to be of high value, serving a dual function as a source of information and a place to publish. Both the hard copies and electronic access are viewed as important; there was a suggestion that the Journal be indexed.

The Journal was rated favorably as attentive to different types of institutions. And, while there may be little value to industry, it delivers a powerful message about NACTA that could be leveraged with funders and elevated in a marketing campaign.

The Editor's Report/Publications Committee Report, to be presented at the 2017 NACTA Conference, is included Exhibit 4 of the Appendices. It includes a detailed up-to date summary of activity as well as recommendations. They include:

- Produce an impact statement.
- Explore Kindle/iPad publishing of the NACTA Journal, making a better connection with the NACTA Judging Conference so results and photos can be shared on the NACTA website and Facebook.
- Seek ways to connect with faculty at two-year colleges.
- Consider divisions to the NACTA Journal.

Additional suggestions include:

- Consider using the Journal (and Conference) to address specific topical or emerging interests.
- Indexing the Journal.

Maintaining the Journal is a high priority, but the editor's role must be addressed as part of the management transition.

¹⁷ This had significant value to the Conference held at UWRF a few years ago.

¹⁸ Faculty from both Land-Grant and non-land grant institutions who taught courses on cooperatives had, for many years (since the 1930's) access to the American Institute of Cooperation and its annual N.I.C.E conference which brought them together. USDA was very involved and supportive. NICE is long gone and USDA involvement has diminished in recent years. With support from companies such as Farm Credit, CoBank, the CHS Foundation, the NCFC Foundation, the RKM Foundation, and others, the faculty began to establish an annual convening event for and with them, primarily through NCFC (National Council of Farmer Cooperatives). Faculty, grad students, department heads, some deans. and development officers became involved, including some from the 1890's Land Grants and Canadian Universities. NCFC is primarily a legislative organization and does not have an educational mission, and there is a need and an opportunity for a new partner.

Focus Six: Increase Involvement of All College and University Agriculture, Food, and Natural Resources Teachers

Meeting the needs of teachers of agriculture and related subjects at the college and university level is at the core of NACTA's existence – the overriding purpose of this effort has been initiated with that goal in mind. This is a time of change for agricultural organizations, for the industry, and for continuing education and development. That said, research and interviews identified specific opportunities to increase educator involvement.

Some areas that need more attention

- Inclusion of *all the types* of land-grant colleges that teach agriculture
- As well as private colleges and non-land grant institutions
- Two Year institutions; both community and technical colleges
- Diversity
- Technology, including “big data”
- Sustainability
- Global and international
- The role of workforce issues and opportunities in agriculture¹⁹

Focus Seven: Promote NACTA Teaching Awards

The annual NACTA Teaching Awards are of specific interest and value. The awards program is generally considered to be well done. There are, however, concerns regarding the polarization between educational institutions that can easily submit nominations and those that can't.

For example, some institutions receive more administrative support than others, or, once the process is learned, it becomes easier to do. No one suggested any kind of penalty to those who do it well; rather the question is whether there a way we can help or encourage others to be more proactive. There are opportunities to address this as well, and to connect this program to NACTA membership.

There is also an opportunity to leverage the industry recognition of NACTA Teaching Awards and to market this program as a value to both members and the organization's managing partner.

Focus Eight: Review Overall Governance, Along with Roles, Terms, and Selection Process for NACTA Executive Committee (President, President-elect, Membership Historian, Editor, Secretary-Treasurer, and Directors)

While NACTA's governance seems to work well overall, there is a need for the organization's board to position the organization for the future in this area. Achieving this means examining and implementing appropriate best practices of similar organizations and ensuring financial and other oversight processes are appropriate.

¹⁹ Several current documents regarding workforce issues in food, agriculture, and natural resources, but this needs much more attention. Industry and public workforce development entities, such as Departments of Agriculture, would have a strong interest in this issue.

Among the issues to be addressed:

- Does the NACTA Executive Committee see itself as a Board or a Committee?
- Is the Executive Committee adequately proactive?
- Might different types of directors be needed in the future?
- How does NACTA's Executive Committee structure compare to that of other nonprofits, trade associations, etc.? Should financial management be given a higher priority?
- What structure or change would be more attractive to future Executive Committee members?
- Committee work varies and leadership may be lacking.
- An annual review of committee charters, reviewed and updates may be helpful.
- The use of "liaisons" could be improved.
- It is unclear how well Executive Committee members understand their fiduciary responsibilities, and the legal responsibilities of Duty and Care, etc.
- Consider the addition of Non-Profit Directors and Officers Liability Insurance
- NACTA should examine the function, management and financial oversight of the Foundation, including audits.
- The Executive Committee should clarify whether non-academics may serve on the NACTA and/or Foundation boards.

Comments and suggestions for improving committee performance

- Create and review periodically a Charter for each Committee
- A plan of work for each Committee
- The Editorial Committee "has things to do"; this has helped improve performance
- Identify specific goals and objectives
- Budget for each
- Need to be more disciplined: Not "just who shows up"
- Hold at least quarterly meetings of Committees
- Submit Reports ahead of the Conference

Summary Comments

The process used for this study tried to strike a balance between stretching and visionary and practicality.

Practicality can be addressed by relying on the talent and skills inherent in the membership, as well as the very valuable resource provided through the leadership and management of Rick and Marilyn Parker for the next two years.

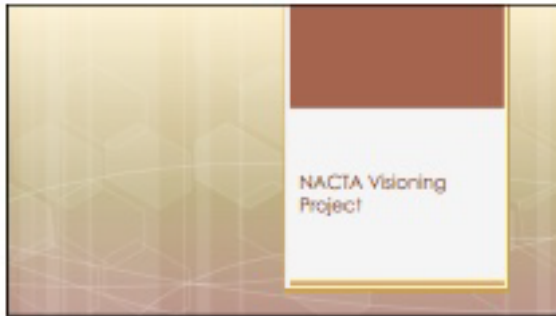
The visionary part can come from listening to members through feedback mechanisms such as surveys, the abstracts and presentations at the conference, including targeted/solicited presentations and Journal submissions.

Some of the resources cited, such as the books by Susskind and Susskind, and Johansen, along with the AAEA Report are ready-made to challenge the organization's

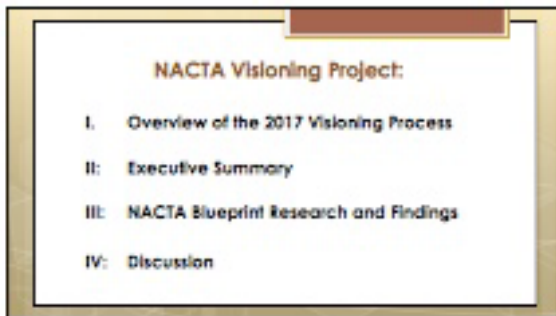
thinking.

POWERPOINT SLIDES USED IN REPORT TO NACTA EXECUTIVE COMMITTEE

Note: The actual PowerPoint Presentation is available.







Overview of the 2017 Visioning Process
Planning efforts by NACTA (since 1990)

- > "Planning Opportunity: NACTA 2000"
- > "NACTA 2000 Planning Workshop"
(Both Published in the NACTA Journal)
- > 2006: "NACTA Strategic Planning Ad-Hoc Committee"
 - SWOT statements similar to 2017
 - Many Ideas addressed incrementally

Overview of the 2017 Visioning Process
2017 Focus

- > Management transition in two years
- > Requires a new business model
- > Membership, primary current income source, and vital to the future of the organization, must be addressed

Overview of the 2017 Visioning Process
Ad Hoc Visioning Committee:

- > Richard Crow, Monticello College
- > Tracy Haines, The Pennsylvania State University
- > Dana Lodge, Florida Department of Agriculture
- > G.P. McCubbin, Tennessee Technological University
- > Ray Mills, Sam Houston State University
- > Alvin Kuznet, Purdue University
- > Ann Marie VanDeCanden, Iowa State University

Ex Officio:

- > Rick Parker, NACTA Journal Editor

Facilitator:

- > William J. Nelson, CBE Foundation President (Retired), Associate Professor Emeritus, University of Minnesota

Overview of the 2017 Visioning Process

Summary:

- > Primarily a qualitative research approach
- > Quantitative data is, or can be available
- > "Stakeholder" interviews, literature reviews
- > A "Blueprint" rather than a strategic plan
- > Metaphors:
 - "Renovating a house while living in it"
 - An organizational audit
 - Maps
- > Action learning, praxis, learning organizations

Overview of 2017 Visioning Process

Suggested Reading:

- > A Storm of Creativity, Kay Laski, 2015
- > Race for Relevance: 5 Radical Changes for Associations, Harrison Coerver and Mary Byers, 2011
- > The Future of the Professional: How technology Will Transform the Work of Human Experts, Susskind and Susskind
- > Leaders Make the Future: Ten New Leadership Skills for an Uncertain World, Bob Johansen, 2009
- > AAEA Research Agenda 2017
- > "NACTA Reports" 2017

Executive Summary

Current NACTA Purpose:

- > Transition from the NACTA Constitution to a governing Vision and Mission Statement as part of a Strategic Plan (Overcome being "the best kept secret")

Key Situational factors:

- > Create a new management plan within two years
- > Achieve sustainable new business model
- > Capitalize on the opportunities that become available during transitions

Executive Summary

Responsibility:

- > **The elected Board of Directors**
 - On behalf of the membership
 - Beyond normal board duties
- > **Communicate this to the membership**
 - Encourage members to be engaged as part of their membership opportunity and responsibility
 - Celebrate their ownership of their organization

Executive Summary

- > Current NACTA Purpose: from the NACTA Constitution to a Communicable Vision and Mission Statement as part of a Strategic Plan

Key Situational factors:

- > Create a new management plan within two years
- > Achieve financial sustainability
- > Capitalize on opportunities that become available during transitions

Executive Summary

Action Steps:

- Report to the NACTA Executive Committee June 28
- Brief report to Membership
- Final edit of documents
- Hand off to Journal editor to edit and publish in NACTA format
- NACTA Leadership determines how to proceed
- Dissolve NACTA Visiting Committee

Executive Summary

"To do" list:

1. Establish goals and objectives for transition planning
2. Don't call this a transition plan; rather ... "How is NACTA going to help save the world?"
3. Develop a Business Plan
4. Develop and launch an intensive and comprehensive membership campaign that is an integral part of the transition plan
5. Begin a process for exploring potential management options to be ready for membership review by June 2018

NACTA Blueprint Research and findings

Focus Areas:

1. Become a sustainable organization
2. Secure additional funding sources
3. Maintain and expand NACTA Memberships
4. Clarify and expand NACTA's role beyond "judging contest" to experiential learning at two- and four-year schools
5. Annual Conference and Journal
6. Increase involvement by teachers of ag
7. NACTA Teaching Awards
8. Overall NACTA governance

NACTA Blueprint Research and Findings

Focus 1. Become a sustainable organization

- > Management transition in two years
- > Phases, tasks, responsibility
- > NACTA's Board of Directors
- > Enhance committee performance
- > Develop a business plan
- > Begin exploring options

NACTA Blueprint Research and Findings
Management Options include:

1. Create an independent entity -- own it
2. Contract with management firm
3. Partner with organization with interest and capacity to manage NACTA's programs
4. Dissolve the organization

NACTA Blueprint Research and Findings
Focus 2. Additional funding sources

- > Develop business plan
- > Task analysis
- > Current expenses
- > Current revenue
- > Growth and expansion goals
- > Revenue generating opportunities

NACTA Blueprint Research and Findings
Revenue generating opportunities:

- > Membership management and growth
- > Conference management
- > Conference sponsorships
- > Grants and sponsored projects
- > Management organization support
- > Develop and use NACTA Foundation

NACTA Blueprint Research and Findings
Focus 3: Maintain and expand memberships
Suggestions:

- > Recharge Membership Committee or create special Task Force
- > Launch a comprehensive campaign as part of transition
- > Key function in new management service; consider starting sooner

NACTA Blueprint Research and Findings
Membership development ideas:

- > Redesign dues structures and levels
- > Redesign Lifetime membership structure
- > Alumni recognition and involvement
- > Stakeholder opportunities
- > Early career support and adjunct faculty
- > Administrative transitions
- > Membership organization resources

NACTA Blueprint Research and Findings
Membership organization resources

- > *Race for Relevance: 5 Radical Changes for Associations* (ASAE, 2011)
- > *The Future of the Professions: How Technology Will Transform the Work of Human Experts* Susskind and Susskind, 2015
- > Literature R. and other membership organizations

NACTA Blueprint Research and Findings
Focus 4: Experiential learning et. al.
> Earlier issues, disconnects
> Build on momentum of 2016 meeting
> Kevin Donnelly's Abstract
> 2017 committee reports
> Committee leadership
> Two- and four-year school issues

NACTA Blueprint Research and Findings
NACTA Conference enhancement ideas:
> Analyze expense and income of
2017 and 2018 Conferences

NACTA Blueprint Research and Findings
Journal: 2017 Editor's recommendations:
> Produce impact statement
> Kindle/iPad publishing?
> Connect with faculty at two-year colleges
> Divisions in Journal?
Other:
> Indexing
> Address emerging issues via the Conference
and Journal

NACTA Blueprint Research and Findings
Focus 4: Experiential learning et. al.
> Earlier issues, disconnects
> Build on momentum of 2016 meeting
> Kevin Donnelly's Abstract
> 2017 committee reports
> Committee leadership
> Two- and four-year school issues

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Journal: 2017 Editor's recommendations:
> Produce impact statement
> Kindle/iPad publishing?
> Connect with faculty at two-year colleges
> Divisions in Journal?
Other:
> Indexing
> Address emerging issues via the Conference
and Journal

NACTA Blueprint Research and Findings
Committee development ideas:
> Create and periodically review charters
> Work plans for each committee
 ("Editorial Committee has things to do...")
> Specific goals and objectives
> A budget for each
> More disciplined and intentional
> Reporting and communication

Summary/Comments
> A balance between visionary and practical
> NACTA Membership is unique; capitalize on it
> Increase member involvement
> Understand and learn from your competitors
> Capitalize on two-year window of growth and rejuvenation opportunity as you evolve to your next phase/era
> Tell your story!

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APPENDICES

Exhibit 1: Kevin Donnelly Abstract for a Presentation to the NACTA Conference in June 2017

“The author challenged NACTA to focus on greater recognition of the importance of student activities and experiential learning. This presentation analyzes the extensive progress that has been made in addressing the goals set forth with this challenge. A first objective was making the annual NACTA Judging Conference a more integral part of NACTA. The judging conference was already established as an experiential learning experience for students, but previously operated almost independent of the parent organization, only using the NACTA name and receiving a small donation for the Sweepstakes award.

Due to efforts of the NACTA Executive Committee and the Judging Conference Coaches Committee, major progress has been made. Outcomes have included raising funds and creating the NACTA Judging and Student Service Award, promotion and presentations about the judging conference at the NACTA summer conference, a NACTA officer attending and speaking at the judging conference, ensuring that competing schools are NACTA members, increased financial support through the NACTA CHS grant, and the proposed constitutional change elevating the appointed NACTA Judging Conference Liaison to an elected Director with full voting privileges on the NACTA Executive committee. Related outcomes have included creation of the new Experiential Learning Standing Committee of NACTA and support for NACTA’s goal of increased involvement by two-year colleges, since over half of judging contest participants are from two-year colleges. Impacts of these initiatives will be presented along with future challenges for continued development of the experiential learning focus for NACTA.”

Exhibit 2: Food and Agriculture Non-Profit Solutions: White Paper on New Association Management Model for the Nonprofit Sector (Ellis International)

Introduction

A common need in the non-profit sector, and particularly in the Food & Ag Industry non-profit associations market, has been identified. Many non-profit organizations and associations suffer from a lack of staffing, lack of a succession plan and lack of funds. They often are paying a sum of money to an Association Management company that they cannot afford to sustain long term.

Purpose

We propose the creation of a new model of Association Management which is closer to a Co-op model or Consortium and will allow for organizations to have one point of contact and use only the services that they need. Each organization can scale up or down as needed to add or delete services. They will not be locked into long term

contracts nor do they necessarily have to pay a monthly fee. They pay only for the services they need at the time that they need them.

Project Description

A New Association Management company that offers services a la carte, without monthly fees required to get the help that is needed. A monthly fee could be an option, but many associations need help with only portions of running their organization. Perhaps they have an Executive Director but need website support. Or plan one event a year and need help with the planning of that event. This new company can offer services by project or monthly basis to scale up or down as each client needs and can afford. The new company would consist of a combination of employees, contractors and vendors, with set prices for hourly use of services as well as package prices available.

Goals and Objectives

The goal is to provide associations with a full range of services they need at a lower cost than other companies. We plan to focus on associations within the Food & Ag industries, but this concept can be expanded to any association in the future. Services could include the following items on an ad hoc basis or a combined package. Packages may be small, medium and large sized with a different number of services available in each package for those who would like ongoing support.

Marketing

- Brand Management
- Event Planning
- Grant Writing
- Leadership
- Program Management
- Administrative Tasks
- Customer Service
- Membership
- Database management
- Governance

Strategic planning

- Train and Manage Volunteers
- Graphic Design
- Sponsorship support/sales
- Exhibitor management/sales
- Financial management
- Communications / PR support
- Writing and Editing
- Social Media support
- Website development & management

Methodology and Timelines

This company could be established in 2017 and ready to launch by January of 2018. First year goal would to establish an office with one full time and one part time staff

members, as well as a vetted group of vendors including at least one of the following: lawyer, graphic designer, sponsorship sales, database administrator, fund-raiser, event services, web services, bookkeeper, and accountant. Our goal would be to establish with six clients within the first year and double that by the second year.

Benefits/Anticipated Outcomes

The benefits to the associations would be lower overall cost of management and increased membership through improvements in management, addition of events/webinars, and more.

Support Needed & Costs

The new company would require some support to launch. This company could be run within the offices of Ellis International, could be run from a Virtual office, or could be housed in a host company office. The goal is to keep overhead costs low while keeping the number and quality of services high.

Financial support of \$100k would allow the hiring of full time staff, set up of the office, website and provide funds to survive financially until at least 10 clients are signed up for services.

Contact Information

Dana Ellis
Ellis International
763-537-6977
dana@ellisinternational.com

Exhibit 3: A Look Toward 2020

Association Management Plan for the Agricultural Safety and Health Council of America (ASHCA)

ASHCA is a relatively young association which has established itself and grown well despite having been founded during a major economic recession. Like all associations ASHCA and its Members face an uncertain future based on national and global politics, changes in business models, uncertainty around the future of volunteerism and leadership as the Baby Boom generation retires at an accelerating rate without yet having clearly defined the next generations of volunteers and leaders in most cases.

During 2014/2015 our founding Executive Director, Barbara Lee, was ready to pursue opportunities to change her role in order to focus more on fundraising and development of the ASHCA Foundation and Ag Safety Hall of Fame. In observing many associations over the years, it was determined that ASHCA was at a stage where it must begin a well planned growth and expansion process immediately, or expect at best to retain similar size and scope as an association. Associations historically have a limited number of opportunities to break-out and grow/expand during their lifetimes and leadership felt ASHCA had arrived at one of those opportunity points by late 2015 with

our current slate of officers and improved US economic conditions.

Over the course of 2015, ASHCA leadership determined the association to be at a crossroads requiring them to address the following questions during 2015 and 2016:

- ASHCA management structure going forward.
- Documenting 5-year budgets, including expected income streams.
- Resolve the relationship and interactions of ASHCA, ASHCA Foundation, and Ag Safety Hall of Fame.
- Revisit and clarify ASHCA's key growth and service area priorities for the next five years, with clear goals and widely agreed-upon strategic plan to direct and measure progress.
- Significantly grow outreach to new people and organizations, extend safety message/culture to the agribusiness community including producers of all kinds, producer's supply chain partners, to shift the overall safety paradigm to the grass- roots level throughout agriculture. To be addressed in strategic planning and operating structure proposals.
- Define and develop ongoing roles and interactions of formal ASCHA management team, fundraiser(s), Board, Contractors, and other service providers and allies.

Despite being formed just before the economic downturn that has been called "the great recession" ASHCA has continued to grow its presence in just under ten years.

Leadership believes the association is at a point where it has significant opportunity to grow and reach out further during the period 2015 through 2020 or 2021. We believe there is current demand for broader agricultural safety outreach and education and that the agricultural industry as a whole is increasingly willing to see safety as an important economic and ethical issue.

As current leadership ASHCA participants begin to consider their own retirement and/or repurposing options it is time for ASHCA to make decisions on how to attract retain the short and long term professional association management teams it requires to achieve strategic plans, fully fulfill ASH- CA's mission potential, and lead the organization into growing relevance and national recognition.

Multiple alternative management approaches were proposed, discussed, and analyzed. In the end it was determined that the only viable alternatives were to either hire a part-time professional association executive with agricultural and safety experience and a passion for the work of ASHCA as a direct employee of ASHCA, or find a leader with similar experience and capacity to hire as a contractor and relocate the ASHCA headquarters to the location of the new Manager/Management Contractor.

After significant discussion with ASHCA leadership and Board, Frank Gasperini established an Association Management Company (AMC); FGasperini Associates, LLC as a Virginia business established in April 2015. This "boutique" agricultural business LLC was designed to acquire one or more small associations or other non-profit groups serving the agricultural industry.

ASHCA will be the first client and relocated operations to Leesburg, VA (suburban Washington, DC) on March 1, 2016.

ASHCA will benefit from being located in the Washington DC area, partnering more closely with other national and regional agricultural associations and business/association networks, and readily available high-quality association professional service providers in the area. Additionally, a targeted AMC offers enhanced strengths and opportunities for future succession planning.

Based on our Board approved five (5) year budget proposal, ASHCA formally contracted to engage FGasperini Associates, LLC as the part-time Executive of ASHCA, renewable annually.

Exhibit 4: June 2017 Committee and Officer Reports

Past President Report, Tracy Hoover, Pennsylvania State University

- Worked with NACTA board members to build a slate of officers for 2017-18
- Secured bios and photos for the ballot
- Submitted nomination of Dr. Jean Bertrand for 2017 Distinguished Educator Award
- Participated in monthly board calls
- Served on NACTA Visioning Committee

Secretary Report, Marilyn Parker

General

- Membership records are maintained in Microsoft Excel and QuickBooks. We continue to implement QuickBooks for membership record-keeping. Individuals and Institutions have received invoices for their yearly membership dues since fall 2016. Karen Earwood sends out invoices and helps in maintaining these records.
- Records include contact information (no phone numbers), payment type, membership code/region, unique membership number (no credit card numbers are kept on file).
- We have used MailChimp for e-Newsletters – information and reminders; continually updated.
- Continual update of online Journal access if membership is not paid.
- Position announcements received and posted throughout the year to the NACTA website; charges billed if they are not an Institutional member of NACTA.
- Authors of NACTA Journal manuscripts are billed if they are not NACTA members at the time of publication.
- With the NACTA President, agendas for the fall and June executive meetings prepared; minutes taken at these meetings, then prepared and sent to all executive committee.
- With the NACTA President, the yearly Business meeting agenda prepared; discussed at monthly online meetings and sent out to the executive committee.
- With the NACTA President, agenda for the monthly online meetings prepared and

sent out to the executive committee; minutes taken for monthly online meetings then prepared and sent out to all executive committee.

- September and October, preparations made for fall executive committee meeting – hotel with meeting room and appropriate technology available, lunch provided, work with hotel to obtain reduced room rate for those attending the executive committee meeting.
- Communication with NACTA President, President-elect, and executive committee on a host site visit usually the day before the executive meeting.
- E-newsletters are prepared and sent out approximately once a month MailChimp continually update for this.
- Assist with current conference registration/communications as needed.
- Continual preparation of financial records for twice yearly reviewing.

Memberships – New and Renewals

- Emails are sent to individuals in the fall; three reminders are sent through QuickBooks after that time.
- Payment can be taken by check, credit card (VISA or MasterCard) by PayPal (online) or QuickBooks-Intuit (GoPayment), fax or mail, or by calling the secretary.
- Members continue to take advantage of the 3-year membership option.
- New members receive a “Welcome to NACTA” letter through email and their name is given to the regional director. The Membership Director and the Regional directors also send an email letter of welcome.
- New Life members receive a “Letter of Welcome” and their name is sent to the Membership director, Regional Director, NACTA President, and President-Elect.
- Membership listings can be requested by regional directors; individual listings for a school can be/are requested for membership reminders or recruiting.

Membership

- Institutions – 127
- Individuals – 563 (approximately – includes Institutional Active, Active, Graduate Students, and Emeritus)
- Libraries – 42
- Life Members – 158 (includes 16 new – either new members or members that changed to Life member status)
- Turnover in memberships continues to be approximately 150-200 per year

Universities/Colleges

- Institutions receive an email with an invoice for renewal in the fall; reminders are sent again in January, February, and March as needed.
- New institutions: Ancilla Community College, Donaldson, Ind.; Dawson Community College, Mont.; College of Southern Idaho, Idaho; Fort Scott Community, College, Kan.
- Note: All colleges/universities participating in the NACTA Judging Contest this year paid their Institutional membership.
- Institutions not renewed for 2017: North Carolina A&T University, University of

Wyoming.

- Those institutions which pay for individual memberships (1-year memberships): Purdue University, University of Illinois, University of Florida, University of Nebraska, Penn State University, Sam Houston State University.
- Note: If you are aware of changes in leadership for a college or university, please let the secretary know.

Canada/Foreign Members, Institutions, Libraries (numbers included in above count)

- Canadian members – 7/Institutions – 5
- Foreign members – 2 (Iran, Australia)
- Libraries – 3 Canadian (University of Guelph, Ontario; University of Alberta; Dalhousie University, Nova Scotia) / 3 Foreign – Massey University (New Zealand), Chinese Academy of Agriculture (through EBSCO), Zayed University (through EBSCO)

Teaching Award of Merit/Graduate Student Certificates

- Total of 64 certificates were awarded this year (42 faculty/22 graduates); last year 89 certificates were awarded.
- Member institutions receive notification by email when they renew their membership and when the membership is paid (we are willing to ‘overnight’ a certificate if needed and have done so).
- Mix of NACTA member and non-member.
- Continued importance and awareness of this award to institutions is needed.

Online Voting

- With NACTA Past President, officer voting names and information, is prepared for Survey Monkey
- Approximately 176 votes were cast for the officer elections through Survey Monkey.

Action Item: Retaining memberships and encouraging new memberships is an ongoing theme.

The NACTA Secretary greatly appreciates the help of Karen Earwood and Miriah Pace with the varied aspects and responsibilities of the NACTA work.

Editor’s Report/Publications Committee Report, Rick Parker

NACTA Journal

Submissions and reviewers: Table 1 shows the number of *NACTA Journal* manuscripts submitted, reviewed, accepted and rejected through FastTrack for the past 11 years.

Table 1. *NACTA Journal* Manuscripts – An 11-Year Perspective

Year	Submitted	Accepted	Percent	Rejected	Percent
2016	80	51	64%	29	36%
2015	118	80	68%	38	32%
2014	82	61	74%	21	26%
2013*	109	76	70%	33	30%
2012	82	54	66%	28	34%
2011	83	49	59%	34	41%
2010	73	54	74%	19	26%
2009	58	42	72%	16	28%
2008	48	30	63%	18	37%
2007	44	29	66%	15	34%
2006	41	30	73%	11	27%
Totals	818	556	68%	262	32%

*In 2013, we produced a special September issue, "Globalization: Implications for Teaching and Learning in Post-Secondary Agricultural Education." We received 36 manuscripts.

Since 2006, manuscript submissions doubled. Each issue of the Journal contains 12 to 14 published manuscripts, a reprint from a past *Journal*, and Teaching Tips/Notes. As of June 2017, 48 manuscripts have been submitted.

Besides the manuscripts submitted through the NACTA FastTrack (<http://nacta.expressacademic.org/>), 22 Teaching Tips/Notes (compared to 10 in 2015) and seven unsolicited book reviews were submitted in 2016. These items are not peer reviewed. The overall statistics for the NACTA FastTrack site: 1050 total submissions in 11 years, including manuscripts, Teaching Tips/Notes and book reviews. According to the statistics on the FastTrack site, the yearly average for submissions is 94.5. This is higher than the actual yearly average of 74.4/year because authors sometimes submit the revised final of an accepted manuscript as a new manuscript and not as an attachment to the original. On average, manuscript reviews are completed in 38 days.

An annual hard copy of the 2016 *Journal* was mailed to all members. It contained 58 manuscripts in 452 pages, up from 353 pages in 2015. Ten of the articles were from a special edition on how students are being prepared for the workforce. Again, this year, Sheridan Press in Hanover, PA printed and mailed the annual hard copy issue in January 2017 to all NACTA members with paid memberships for 2016.

The *NACTA Journal* Editorial Board for 2016-17 consisted of 50 reviewers from 36 different institutions. Reviewers who do not maintain their NACTA membership are dropped. Also, inactive reviewers are dropped. Eight active reviewers with three-year terms ending the last day of June 2017 were notified and all eight asked to serve another three-year term. Before and during the Conference the Editor will issue a request for new members of the Editorial Board. Long-time Editorial Board member David Knauft, University of Georgia, deserves a special "shout out." In May 2017, he

completed his 100th review of NACTA manuscripts.

Author guidelines for the NACTA Journal are reviewed and updated each year.

Conference abstracts: A historical perspective of the abstracts presented at the NACTA Conferences for the past 18 years is shown in Table 2.

Table 2. Historical Perspective of NACTA Conference Abstracts

Year	Abstract Type		Conference Location
	Oral	Poster	
2017	145	133	Purdue University
2016	153	232	University of Hawaii - Manoa
2015	123	142	University of Georgia
2014	63	192	Montana State University
2013	121	143	Virginia Tech
2012	76	93	University of Wisconsin – River Falls
2011	78	97	University of Alberta – Edmonton
2010	75	108	Penn State University
2009	83	84	Oklahoma State University
2008	50	88	Utah State University
2007	60	60	University of Illinois – Urbana-Champaign
2006	48	59	University of British Columbia – Vancouver
2005	40	32	The Ohio State University – ATI
2004	43	17	University of Florida – Gainesville
2003	35	24	Cal Poly State University – San Luis Obispo
2002	36	20	University of Nebraska
2001	33	10	University of Saskatchewan
2000	26	9	Delaware Valley College – Doylestown, PA

Abstracts were electronically submitted to the website

<http://nactaabs.expressacademic.org/>. Each abstract was assigned two or three reviewers from the NACTA Editorial Board. Based on the reviews, abstracts were accepted as oral presentations, poster presentations, or rejected. This year we handled 304 submissions through the submission site, down from 400 last year (“the Hawaiian affect”). The local planning committee at Purdue University scheduled the presentations. The abstracts are published as NACTA Journal, Volume 61, Supplement 1, in hard copy for conference participants at Purdue University. They are also published online on the *NACTA Journal* website (NACTAteachers.org). Also, using a service called TagMyDoc, individuals on LinkedIn or Facebook can download a PDF of the 2017 abstracts for free. Additional hardcopies are available for sale on the NACTA store at Lulu.com. Miriah Pace developed, assembled and designed NACTA Journal Volume 61, Supplement 1. It was printed at Lulu.com at a cost of \$3.71 each (160 pages each). Printing and development of the abstract supplement is supported by the CHS Foundation.

All presenters are invited to share their presentations as PDFs or jpgs, which will be posted on the NACTAteachers.org website under the 2017 Conference. Some of these will also be shared on the NACTA Facebook page. Poster jpgs and PowerPoints were collected as attachments to the original submission on the NACTA abstract submission site. PowerPoints were shared with Purdue University so the presentations could be loaded and ready for the proper concurrent session. Based on input from some authors, we should consider having authors sign release forms for their PowerPoint presentation to be posted on the NACTA website.

Conference Workshops. For the first time this year, conference workshop proposals were submitted to NACTA using a formal process developed by the Educational Issues and Teaching Improvement Committee. A call for proposals was issued. These proposals were also submitted to the abstract submission site and identified as a “workshop.” This year 13 workshop proposals were received and six were selected to be presented at the 2017 Conference.

Website, Electronic Publishing and Social Media

The NACTA website and social media sites are primarily maintained by Miriah Pace.

Electronic publishing: All issues of the *NACTA Journal* are available on NACTAteachers.org. The most recent eight issues require a member login and password. Older issues of the *NACTA Journal* are available to anyone. Electronic issues of the Journal are also provided to ProQuest and the Gale (Cengage) Group. NACTA receives annual royalty payments from these groups, depending on access.

Registration module. Designated funds from the CHS Foundation were used to add the registration module to the website. This module provides the flexibility to be used to register individuals for any NACTA function. Not all conferences will use this feature. It was used for the conference at the University of Hawaii last year and will certainly be used when the conference is held at the College of Southern Idaho.

Book reviews: Book reviews are a topic that needs to be discussed by the Publications Committee. The book reviews we have now are from one individual and are unsolicited. For now, we have decided to use the flexibility of our new website and publish these on the NACTA website. We will see if we can generate interest in other book/media reviews.

Social media and engagement. The new site provides an ongoing tally of the “hits” received by every NACTA Journal article. Also, the website provides “buttons” that link to the NACTA Facebook, Twitter and Pinterest sites.

Photos. Many photos and jpgs of posters are loaded on NACTA’s Flickr site (<https://www.flickr.com/photos/nactateachers/>). Flickr allows for easier uploads and organization. Thanks to Sue Donnelly, we were able to add photos from the 2017 NACTA Judging Conference. The Flickr account links directly from the NACTA website.

Store. Working with a local Idaho business, we added a link (<http://www.companycasuals.com/NACTA/start.jsp>) to a “NACTA store” where members can purchase shirts, caps and other items with the NACTA logo embroidered on them.

NACTA is on Facebook: On Facebook, 1075 people “Like” us (up from 928 last year). In mid-June, the reach of the Facebook pages was 3660. All measures show an increase over last year. Content is added on at least a daily basis, except during the summer months. Our Facebook link is <https://www.facebook.com/NACTA.teachers>. Miriah Pace maintains the NACTA Facebook page.

NACTA Twitter: NACTA also has a Twitter account (@nactateachers) with 652 followers. Anything posted on the NACTA Facebook automatically goes to Twitter.

NACTA E-newsletter: We continue to use the E-newsletter to reach a large audience of members and non-members of NACTA. The E-newsletter is used to inform and to promote. The NACTA Conference and the NACTA Judging Conference were promoted through the E-newsletter. Some members requested that surveys and other information be sent out through the E-newsletter. Hopefully, members are also using the NACTA Facebook and the NACTAteachers.org website. Also, three of the websites -- the abstract submission site, the manuscript submission site and the NACTAteachers.org, have the ability to easily and quickly email all of the members. More use is being made of this feature to provide members with information and reminders.

Other Items

Continuing this year: The Fifth Annual (Graduate Student) Poster Contest will be held this year at Purdue University. SurveyMonkey and a QR code will be used for individuals to cast their votes for the top posters.

QR codes for downloading: QR codes and URL links will be used at this year’s

conference. One will allow anyone to download an electronic copy of the NACTA Journal, volume 61, supplement 1 which contains the abstracts for the 2017 NACTA Conference. Also, QR codes and URL links are available for the conference daily schedule and the presentation (oral/poster) schedules.

NACTA Awards and Banquet Program Booklet: The NACTA Awards and Banquet Program booklet has become a project of the NACTA Journal. This booklet is designed “in house,” by Karen Earwood with support for design and printing from the CHS Foundation. This year the booklet was printed at Lulu.com. With shipping costs and the cost of proof copies, each booklet cost about \$3.00.

Recommendations:

- Produce an impact statement for the Journal.
- Consider Kindle/iPad publishing of the NACTA Journal.
- Continue making a better connection with the NACTA Judging Conference so results and photos can be shared on the NACTA website and Facebook.
- Seek ways to connect with faculty at two-year colleges.
- Consider divisions to the NACTA Journal.

NACTA Membership Director Report, Jeannette Moore, North Carolina State University

I was in contact with the NACTA Campus Ambassadors throughout the year, and welcomed three new Ambassadors: Lurline Marsh, University of Maryland Eastern Shore (previous Ambassador retired); Erik Christian, Iowa State University; and Dr. Don Edgar (new Ambassador for the University of Arkansas when the previous Ambassador asked to be replaced).

I sent the NACTA promotional materials Rick and Marilyn Parker had put together to all Ambassadors in July. Dennis Buckmaster from Purdue used Reply All to distribute 2017 conference information to the Ambassadors. Don Mulvaney from Auburn distributed a nice message to his constituents outlining the benefits of NACTA and encouraging nominations for the awards.

The criteria for the NACTA Outstanding Campus Ambassador Award were finalized, but there were no nominations (self-nominations were also invited) for this award despite multiple emails to the Campus Ambassadors.

I headed (with input from the Exec Committee) the Fall 2016 revision of the NACTA bylaws to be current. Additions included the Experiential Learning Committee, the Outstanding NACTA Campus Ambassador Award Committee, and the NACTA Foundation Director. Deletions included the Host Committee Silent Auction Liaison (no longer in existence) and the specific names of organizations for which we have NACTA liaisons.

Marilyn Parker, Secretary/Treasurer for NACTA, provided membership numbers,

names, and email addresses for each region, which I forwarded to each region's Director and Director-Elect. Marilyn also provided the following information on membership as of May 24, 2017:

New NACTA Members by Region – September 2016 - May 2017

Category	Canada	Central	Eastern	Southern	Western	Totals
<i>Institutional Active*</i>	3	22	21	47	6	99
<i>Active*</i>	0	0	2	0	4	6
<i>Graduate students</i>	0	13	14	10	3	40
<i>New Life members</i>	0	4	2	6	4	16
<i>New Institutions</i>	0	1	1	0	2	4

* "Institutional Active" refers to a member whose institution is a member of NACTA; "Active" refers to a member whose institution is not a member of NACTA.

New NACTA Life members – joined June 2016-May 2017
Amy R Smith, University of Minnesota
Brian Warnick, Utah State University
Carla Jagger, Mississippi State University
Carrie Pickworth, North Carolina State University
Charles Kinoshita, University of Hawaii-Manoa
Don Edgar, University of Arkansas, Fayetteville
Gretchen Mafi, Oklahoma State University
Ingelia White, Windward Community College, Hawaii

Karen Williams, University of Wyoming
Kimberly Hostetler, OSU-ATI
Margaretha Rudstrom, University of Minnesota-Crookston
Nick Fuhrman, University of Georgia
OP McCubbins, Tennessee Tech University
Rebecca Bott, South Dakota State University
Robert Birkenholz, Ohio State University
Soo-Yeun Lee, UIUC

Total Memberships by Region (new memberships are included in this count)

Category	Canada	Central	Eastern	Southern	Western	Totals
<i>Institutional Active*</i>	7	106	114	176	49	452
<i>Active*</i>	0	7	10	5	6	28
<i>Graduate students</i>	0	18	27	26	5	76
<i>Life members</i>	3	49	27	58	21	158
<i>Institutions**</i>	5	40	29	34	19	127

* "Institutional Active" refers to a member whose institution is a member of NACTA; "Active" refers to a member whose institution is not a member of NACTA.

** New Institutions – Ancilla College, Donaldson, Ind.; Fort Scott Community College, Fort Scott, Kan.; Dawson Community College, Glendive, Mont.; College of Southern Idaho, Twin Falls, Idaho

Thanks to Marilyn Parker for providing the data tables.

Eastern Region Director Report, John Ewing, Pennsylvania State University

Welcome letters continue to be sent to all new and renewing members. I continued to include a NACTA 2017 conference reminder (bookmark), until I ran out of bookmarks in mid-April. After the bookmarks were gone, I utilized the NACTA postcards to welcome members, and to remind them of the conference.

The 2017 NACTA conference postcards and bookmarks were also provided to program coordinators in the College of Agricultural Sciences at The Pennsylvania State University. These program coordinators were asked to take extra copies back to their units and invite others to join. An invitation was also provided to these individuals to reach out to me with any questions regarding their involvement with NACTA.

Membership numbers for the Eastern region appear to be strong again this year. Most dues paid members from last year paid dues again this year. In addition, we added approximately 40 new members from the Eastern Region this year.

Southern Region Director Report, Nick Fuhrman, University of Georgia Current Accomplishments

- **New Members**
 - Graduate Student: 7
 - Institutional Active: 31
 - Life: 4
 - **TOTAL New Members for 2017 so far: 42 for the Southern Region**

- Continued to nominate and recruit faculty in the Southern Region to apply for the NACTA Educator and NACTA Teaching Scholar Awards
- Encouraged graduate student involvement in NACTA within the College of Agricultural and Environmental Sciences at UGA
- Encouraged faculty award winners in the Southern Region to encourage their graduate students to become involved in NACTA (emphasis on doctoral students desiring a faculty position)

Future Plans

- Continue to promote graduate student attendance at our conference in Iowa and availability of travel scholarships through the CHS Foundation
- The ***F.E.E.L. Center: Formative Evaluation to Elevate Learning*** at UGA under pilot development with leadership from Nick Fuhrman (as a LEAD 21 project). Nick will collaborate with the UGA Center for Teaching and Learning to assist faculty and graduate teaching assistants with creatively incorporating evaluation measures/assignments into courses to inform teaching. A series of discussions (potentially online) will be held and NACTA members may be contacted to share.

Western Region Director Report, Ingelia White, Windward College, Kaneohe, Hawaii

A total of 17 NACTA new members and 4 life members from Western Region were welcomed in 2016 - 2017. Welcome letters were sent to new and returning members encouraging them to attend and participate in 2017 NACTA Conference, activities and events at Purdue University

Journal Article Awards Report, Crystal Allen, University of Illinois

EB Knight Award

The Whole is Greater Than the Sum: An Empirical Analysis of the Effect of Team Based Learning on Student Achievement

Georgeanne M. Artz	gartz@iastate.edu	Iowa State University
Keri L. Jacobs	kljacobs@iastate.edu	Iowa State University
Christian R. Boessen	boessenc@iastate.edu	University of Missouri

Jack Everly Award

A Proactive Model for Recruiting Students into Agriculture Disciplines

Caula A Beyl	cbeyl@utk.edu	University of Tennessee-Knoxville
Anna Adams	anna-adams@uwalumni.com	University of Tennessee-Knoxville
Elena G. Smith	elegsmi@vols.utk.edu	University of Tennessee-Knoxville

Bob Gough Teaching Tip Award

Assessing Learning Objectives with Bloom's Revised Taxonomy

Matt Spindler	spindler@vt.edu	Virginia Tech
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Committee Members:

Crystal Allen (Chair), University of Illinois
Jim Cooke, Abilene Christian College
Chris Estep, Sul Ross State University
John Ewing, Pennsylvania State University
Rodney Gilbert, Delaware Valley University
Jeff Hattey, Ohio State University
Lurline Marsh, University of Maryland-Eastern Shore
Mike Olexa, University of Florida
Bob Stark, University of Arkansas@Monticello
Lyle Westrom, University of Minnesota

APLU/NARRU/APS Liaison – Tracy Hoover, Pennsylvania State University

- Provide overview of APLU/NARRU/APS at NACTA Business meeting – share opportunity to apply for APS Innovative Teaching Awards as well as nominate individuals for a USDA Excellence in College and University Teaching in the Food and Agricultural Sciences Program.
- Share process with future conference hosts to submit proposal to APS/APLU for \$4000 to defray annual conference expenses by including a workshop on the Scholarship of Teaching and Learning that features a presenter who was a previous USDA Teaching Award recipient(s).

NACTA Undergraduate Experiential Learning Committee, Dana Ladner & Tracy Rutherford

The general responsibilities of the Undergraduate Experiential Learning Committee shall be to:

- a. Collaborate with the Judging Conference Liaison to intentionally extend the purposes of NACTA through the Judging Conference,
- b. Explore creative opportunities for NACTA to enhance undergraduate experiential learning,
- c. Develop stronger career preparation and skill development opportunities through enhanced relationships with agricultural and environmental business leaders and companies, and
- d. Work with the Educational Issues and Teaching Improvement Committee to recommend programs for the annual conference focused on the implementation and assessment of experiential learning activities.

The first committee meeting was held during the 2016 Annual Conference. There were 22 in attendance.

The goal of the committee is to align with and expand the reach of the NACTA Judging Competition with the mission and vision of the NACTA parent organization:

- to provide for all post-secondary teachers of agriculture a forum for discussion of questions and issues relating to the professional advancement of agricultural discussion,
- seek improvement in the post-secondary teaching of agriculture through examination and discussion of courses and curricula, teaching and testing techniques, facilities and materials,
- encourage, promote and reward instructional excellence in agriculture and the research supporting this instruction.

Participants identified many types of experiential learning or experiences that could be considered high impact learning. Examples included:

Internships	Judging Teams	International Experience
Service Learning	Study Away	Undergraduate Research Experience
Clubs	Organizations	Ambassador Programs
Career Development	Skill Development	Practicums
Student Teaching	Capstone Courses	Global Learning Opportunities
Field Experiences	Co-ops	Leadership Studies
Community Development		

Discussion by committee members in regard to experiential learning included curricular vs. co-curricular, assessment of the experience, and assessment of the learning by the student.

Questions posed that could be addressed by the committee through workshops, publications, and resource identification included:

- Why is experiential learning important?
- What are the outcomes of experiential learning experiences?
- How is experiential learning assessed?
- What are colleagues utilizing to evaluate?
- What is the value of experiential learning to students, academia, and business partners?
- How can NACTA share how its members develop skills in students and assess their development?
- How can experiential learning opportunities transfer from courses/experiences → to the resume → to skills → to a job?
- What are the broad competencies of an experiential learning experience?
- How can experiential learning experiences be highlighted by NACTA at both the Judging Competition and Annual Meeting? (Awards, workshops, special edition to the NACTA Journal?)
- Special category for abstract submissions for oral and poster presentations in 2017?
- Provide information for the Teaching Tips/Methods section of the Journal?

A group of senior agricultural communications students assessed access to information regarding the NACTA judging contests. They were tasked with identifying reasons why a NACTA identified institution may not participate in the contests or conversely why a participating institution was not active in the NACTA organization. They identified a lack of information on the website connecting NACTA to the judging contests as a primary communication issue. The group developed five recommendations for the experiential education committee to share with NACTA leadership:

- Early posting of rules for each contest will help to ensure better understanding of each contest.

- Opening registration earlier to allow teams or coaches to secure their reservations and funding earlier, which will ease personal stress and in turn, also, help to increase participation numbers.
- Create tangible incentives for students to receive should they win an individual contest or the NACTA contest as a whole.
- Advertise to members of the NACTA organization and work to bridge the gap between the organization itself and the judging contest.
- Find ways to highlight the opportunities that the contest has for students, staff, and institutions alike.

A survey was sent to committee members in December 2016 soliciting topics for potential workshops at the 2017 Annual Conference. Thirteen members responded. The topic was narrowed down to Experiential Learning: Evaluation/Outcome Assessment.

Mid-January an email was sent to committee members asking for a volunteer to present or facilitate a workshop in June. At the 2017 conference, Gary Wingenbach, Texas A&M, will coordinator “Can you see me learn? Using the photo narrative process to evaluate student experiential learning.”

The 2017 NACTA Judging Conference was hosted by Kansas State University April 6-8. Mark Russell and Dana Ladner attended the conference and interacted with coaches. The interaction reinforced the disconnect between the two entities. Mark offered his thoughts on how the two groups could work more closely. Dana and Tracy sent an email to all NACTA Judging Contest Coaches on May 3 thanking them for their commitment to student engagement in experiential opportunities and provided information on the 2017 conference at Purdue.

Respectfully submitted,
 Dana Ladner , Kansas Department of Agriculture
 Tracy Rutherford, Texas A&M

Canadian Region Director Report, Dana Penrice

Current Membership:

- 7 Active Members
- 5 Institutions
- 2 Life Members
- 0 Canadian Grad Students

- Two award recipients will be attending this year’s conference along with 4 – 6 other members.
- Future Plans: Hosting a NACTA day at the University of Alberta for professors and graduate students.

Central Region Director Report, Lyle E Westrom

NACTA Judging competition at K-State involved the NACTA Central States Director giving a presentation to both the initial coaches meeting at the opening breakfast and the banquet held at the close of the competition on Saturday night. The goal of the presentation was to have NACTA members gain the maximum benefits by participating in both the professional and judging aspects of NACTA. There are early indications that we are beginning to turn the corner on this important mission. I received two or three calls last summer from schools who had never participated on the judging side and desired to do so. There is a trend for growth on the judging competition side, especially from four-year schools.

NACTA membership growth this past six months in the Central Region gives reason to think that more people are also becoming aware of the professional benefits of securing NACTA membership. The scholarship given to new schools with emphasis on two-year schools is a promotion worth continuing. NACTA's emphasis on "teaching" is an easy sell to two-year institutions. Now we need to continue figuring out the logistics of getting new schools to the professional conference.

It has been a pleasure serving as the Central States Director. Please continue to ask your friends and colleagues to join NACTA and participate on both the professional and judging sides.

NACTA Judging Conference Liaison Report, Lyle E. Westrom

The 2017 NACTA Judging Conference was held at K-State University at Manhattan, Kansas on April 6-8, 2017. The theme for the conference was "Little Apple, Big Opportunities." The results are posted on the NACTA website in the "featured links" section. K-State hosted 13 contests with 859 contestants (668 unduplicated) from 24 two-year schools and 24 four-year schools competing this year. K-State appears to have slightly edged Black Hawk for a record number of participants. They were also the first to host a precision agriculture contest.

A business meeting was held on Friday and was chaired by Mike Roeber from North East Community College. In preparation for the 2017 contests at K-State, five sets of buzzers were purchased from the University of Minnesota Crookston with CHS dollars given to K-State for use in the 2017 NACTA competition. They will be passed to each future host site. Margot Rudstrom from the University of Minnesota Crookston was re-elected as Secretary. Mike Roeber will continue to serve his second year as President.

Kevin Donnelly from Kansas State University gave an update on the NACTA Judging and Student Service Award. The recipient this year will be Lyle Westrom from the University of Minnesota Crookston. Dr. Westrom will be honored at the NACTA Purdue University Conference, June 2017.

Future sites for NACTA Judging competition include North East Community College in Norfolk, Nebraska in 2018 and Murray State University located in Murray, Kentucky in 2019. The 2018 NACTA Judging competition at NE Community College in Norfolk, NE will be held April 18-21. A link to the history of NACTA Judging competition compiled by Kevin Donnelly is:

https://www.nactateachers.org/images/website/2016_Conf_UHM/NACTA_Judging_Conference_History_2016.pdf

Treasurer's Interim Report – June 2017 – Marilyn Parker

Membership dues

- Major factor in keeping NACTA financially viable
- Critical to maintain current membership levels or increase
- Dues increase in June 2007 has been beneficial
- Three-year membership payment option is working well
- Those paying the life membership through the \$200 per year plan is working well
- Even though we had about 150 new memberships this year, approximate 200+ people did not renew their memberships for 2017 after paying a 2016 membership. This is a loss of membership income of approximate \$15,000. Of the 200, over 30 were graduate students.
- Appreciation is given to Karen Earwood in our office for helping to maintain the memberships and renewals through QuickBooks

Profit and loss statement

- Created by QuickBooks
- The accounting firm of Deagle & Ames in Twin Falls, Idaho, conducted a compilation of the financial records of NACTA to verify the records and accounting process
- This report is for the NACTA checking account, maintained at DL Evans Bank in Rupert, Idaho
- Detailed Profit & Loss statement is available for any NACTA member
- Beginning Assets: \$147,088 / Ending Assets: \$100,094
- Currently in PayPal (5-31-17) \$4,022 which has not been transferred to the NACTA checking account

Income sources (additional)

- Royalties from ProQuest and Gale (Cengage), and EBSCO - \$1,102
- Manuscripts publication fees – 13 at \$100 each, \$1300
- Position announcements – 10 at \$100 each, \$1000

Donations

- Dr Charles Kinoshita, University of Hawaii conference host, asked that NACTA retain the remainder of the registrations monies (\$5718) received from the 2016 University of Hawaii conference (September, 2016). NACTA sent a letter of

Thank You for this donation. These monies still reside in the NACTA checking account

- CHS Grant monies were received in August 2016 - \$100,592

Expenses

- Partially covered by NACTA membership dues - Journal preparation, membership maintenance (individuals, institutions, manuscript publication fees, position announcements and libraries), Website upkeep
- Covered by CHS Foundation Grant – Time spent on different categories of work: Awards booklet, Abstract book, hosting event for new NACTA members at conference, membership promotion 2-year/4 year schools, Conference postings, Judging conference support, Social media (Facebook, twitter, conference postings)

Bank Balance

- Bank statement for the checking account ending May 31, 2017 is \$100,094. (PDF of Disbursements attached separately)

Additional financial notes for QuickBooks reports below:

Balance sheet by Class – Total Assets as of May 31, 2017—

CHS	\$30,945
NACTA	\$73,634
Total (checking acct)	\$104,579

Expenditures exceeded income for the year June 2016 to May 2017. However, funds received from the CHS grant and conference registration for the preceding fiscal year ending May 2016, significantly exceeded the expenditures. Therefore, when combining the preceding two years, June 2015 to May 2017, the net result is favorable, with income in excess of expenditures.

Income from prior fiscal year ending May 31, 2016—

CHS	\$43,796
NACTA	\$41,694
Total	\$85,490

Balance sheet by Class	CHS	NACTA
Income from Jun '16 – May '17	+100,592	+ 89,514
Expenses Jun '16 – May '17	-113,442	-113,034
	- 12,850	- 23,520
Income previous year-ending May '16	+ 43,794	+ 98,306

May 2017	+ 30,945	+ 73,634
Total amount in NACTA checking account as of May 31, 2017	\$104,579	

12:28 AM

06/27/17

Accrual Basis

**NACTA
Balance Sheet by Class
As of May 31, 2017**

	CHS Grant	Unclassified	TOTAL
ASSETS			
Current Assets			
Checking/Savings			
Checking	30,945.41	68,773.91	99,719.32
PayPal	0.00	4,759.62	4,759.62
Total Checking/Savings	30,945.41	73,533.53	104,478.94
Other Current Assets			
Undeposited Funds	0.00	100.00	100.00
Total Other Current Assets	0.00	100.00	100.00
Total Current Assets	30,945.41	73,633.53	104,578.94
TOTAL ASSETS	30,945.41	73,633.53	104,578.94
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Other Current Liabilities			
Due to (from) Fdn	0.00	-1,152.00	-1,152.00
Total Other Current Liabilities	0.00	-1,152.00	-1,152.00
Total Current Liabilities	0.00	-1,152.00	-1,152.00
Total Liabilities	0.00	-1,152.00	-1,152.00
Equity			
Retained Earnings	43,795.73	98,305.93	142,101.66
Net Income	-12,850.32	-23,520.40	-36,370.72
Total Equity	30,945.41	74,785.53	105,730.94
TOTAL LIABILITIES & EQUITY	30,945.41	73,633.53	104,578.94

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Accrual Basis

NACTA
Profit & Loss by Class
 June 2016 through May 2017

	CHS Grant	Unclassified	TOTAL
Ordinary Income/Expense			
Income			
Conference Income	0.00	11,725.00	11,725.00
Foundation - Awards	0.00	6,100.00	6,100.00
Grants/Contributions	100,592.00	0.00	100,592.00
Manuscript Page Charge	0.00	1,100.00	1,100.00
Membership Dues	0.00	68,225.00	68,225.00
Position Announcement	0.00	1,000.00	1,000.00
Royalties	0.00	1,201.89	1,201.89
Royalties Income	0.00	161.68	161.68
Total Income	100,592.00	89,513.57	190,105.57
Gross Profit	100,592.00	89,513.57	190,105.57
Expense			
Advertisement	0.00	428.92	428.92
Awards	1,100.78	6,100.00	7,200.78
Bank Charges	0.00	2,553.10	2,553.10
CHS Foundation Travel Grant	8,000.00	0.00	8,000.00
Computer & Internet Expense	831.61	2,565.50	3,397.11
Conference Expense	4,412.55	9,825.20	14,237.75
Executive Director	30,960.00	0.00	30,960.00
Fall Exec Mtg	0.00	1,471.29	1,471.29
Foundation Dues	0.00	3,980.00	3,980.00
Honorariums	4,500.00	30,370.00	34,870.00
Insurance	0.00	766.39	766.39
Invoice Clearing	0.00	17,838.00	17,838.00
Journal-Misc Expense	2,048.12	3,135.00	5,183.12
Journal Printing	19.48	10,255.28	10,274.76
Judging Expenses	5,000.00	0.00	5,000.00
Membership Refunds	0.00	200.00	200.00
Misc Expense	0.00	175.06	175.06
Office Expenses	0.00	1,075.58	1,075.58
Phone Charges	0.00	576.00	576.00
Postage	0.00	1,464.93	1,464.93
Professional Fees	0.00	2,410.00	2,410.00
Promotional	11,946.23	94.00	12,040.23
Secretarial	41,523.55	6,864.29	48,387.84
Supplies	0.00	515.70	515.70
Travel	0.00	5,082.73	5,082.73
Web Site Expense	3,100.00	5,287.00	8,387.00
Total Expense	113,442.32	113,033.97	226,476.29
Net Ordinary Income	-12,850.32	-23,520.40	-36,370.72
Net Income	-12,850.32	-23,520.40	-36,370.72

NACTA President's Report, Tracy Dougher, Montana State University

- Set agendas for Executive Board meetings, phone conference in Sept, Oct, Dec, Jan, Feb, Apr, and May,
- Site visit/mid-year meeting in Indianapolis, Ind., in November, and annual conference at Purdue University in June.
- Drafted and sent letter to College of Southern Idaho accepting their bid for 2019 conference.
- Drafted, tracked and completed constitution and bylaw changes for Director of NACTA Judging Conference and updates to officer responsibilities.

- Initiated conversation with President-Elect Mark Russell on enhancing communication with outside group and developing liaisons for groups beyond the traditional list.
- Communicated with William Nelson, facilitator, regarding ad-hoc NACTA visioning committee reporting to the Executive Board.
- Revised script for the awards banquet

NACTA Historian Report, Kevin Donnelly, Kansas State University

Activity related specifically to NACTA history was limited. After the 2016 meetings, working with Miriah Pace from the NACTA office, we the completed the historical lists of Regional Directors posted on the website. It still has a few questions from the early years, but it is as complete as we could get with the information I have. Miriah also updated all of the other historical lists of officers, award winners, judging conference hosts, etc. posted on the web. We will be posting a copy of the first 25-year history of NACTA written by G. Carl Schowengerdt and published in June 1979.

Participated in all of the monthly Executive Committee conference call meetings; helped with the proposed constitution revision to change the appointed NACTA Judging Conference Liaison to an elected Director with full voting privileges on the NACTA Executive Committee to be voted on at the June business meeting.

Most of my NACTA commitment for this year has involved serving as Chair of the Kansas State University Planning Committee for hosting the 2017 NACTA Judging Conference April 6-8, 2017. We provided 13 contests including a new event in precision agriculture. We were able to secure sufficient industry support to cover expenses. A total contestant registration of 859 was a record, representing 48 schools, exactly half from 2-year colleges. I prepared a summary of the results that were posted on the NACTA website. Contest action photos taken by Sue Donnelly were posted on NACTA's Flickr site. Five quiz bowl buzzer sets were purchased by NACTA with CHS funds to be passed to the next host each year.

Educational Issues & Teaching Improvement Committee, Brian Pearson, University of Florida

The EITI committee received 42 applications for the 2017 NACTA Travel Grant award. Similar to 2016, 14 applicants were selected based upon the established award rubric. Among those selected, 12 awardees were graduate students and 2 were Assistant Professor or Instructor/Lecturer rank. All 14 were either students or employees of a 4-year institution. One awardee was not a current member of NACTA. The EITI committee will re-evaluate if non-members should be eligible for travel grant award during the 2017 committee meeting at Purdue University. Thirteen of the applicants are first time attendees. Marilyn Parker encouraged graduate students to introduce themselves to Drs. Dougher and Pearson at the conference. All 14 awardees either were an award

winner or were presenting at the conference.

Thirteen conference workshop proposals were submitted for consideration and reviewed by the EITI chair, Brian Pearson, and the host-institution coordinator, Dennis Buckmaster. Six workshops were selected based upon content and expected impact. Three of the selected workshops incorporated local resources. One hundred and one conference registrants responded to the workshop interest survey conducted by Dr. Buckmaster. Seventy-five registrants plan to attend one of the offered workshops.

Teacher Recognition Report, Wendy Warner, North Carolina State University

1. Introductions and thank you!
2. Summary of awards presented
 - a. The Teacher Recognition Committee reviewed 56 award dossiers this year and will present **52** teaching awards (49 awards were presented in 2016, 60 awards were presented in 2015, 36 awards were presented in 2014, 51 awards were presented in 2013, and 39 were presented in 2012), in addition to the Distinguished Educator and Murray Brown awards.

Award	Number Presented
Graduate Student	13
NACTA Educator (formerly Teacher Fellow)	35
NACTA Teaching Scholar (formerly Regional)	2
John Deere Award of Excellence	Dr. Michael Gunderson No applicants
NACTA Judging and Student Service Award	Dr. Lyle Westrom
Excellence in Teaching and Learning with Technology	No applicants

3. Addition of new teaching with technology award. Review of award and scoring rubric.
4. Review/comments on scoring rubrics. How should student evaluations for graduate students be addressed?
5. Recruitment of new committee members. Generate a list of rewards to committee membership, expectations, and time commitment. Also, how to encourage committee members to pay dues by February?
6. Awards ceremony – currently use funny teaching story, should we continue?
7. Interest in serving as committee chair for 2017 – 2019?
8. Other items on your mind?
9. Special Recognition of Karen Earwood, Marilyn Parker, and Miriah Pace for all their help this year!
10. Thanks so much for your service to our committee! You rock!

Need to add two reports here – the International committee and Jeff Hattey’s foundation report