

the

VOICE

of the American Agri-Woman

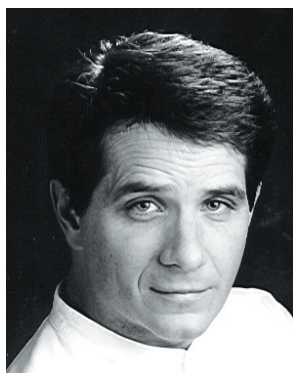


October/November 2007, Volume 34, Issue 6

We can do it together!

Provider Pal director Bruce Vincent to speak at convention Saturday afternoon

Adapted from providerpals.com.



Third generation Montana logger Bruce Vincent had been active in educating students and others about logging and forestry for years when

one day in 1997 a teacher thanked him and explained that the next day the class would be hearing from an environmentalist, who would arrange for them to adopt a wolf.

“Right there, I wondered if everything I’d told those kids was out the window,” Mr. Vincent said. “If they were told that logging would hurt Alfred the Wolf, they’d forget everything I said.”

That thought prompted Bruce to come up with Provider Pals, a plan to have classrooms adopt a logger, fisherman, miner, farmer or rancher as their very own for a year. The kids would get videos, letters, photo albums and e-mail from their provider, and once a year he would visit the school to talk and answer questions.

During the 1997/98 school year, the pilot project included a number of small and large towns throughout the state such as Billings, Missoula, Libby and Thompson Falls. The classrooms included kindergarten through the eighth grade.

In 1999, Bruce Vincent was visiting Washington, DC, and decided to see if the program had any potential in a real urban setting. Using an incredibly scientific method, Bruce walked east of the U.S. Capital

building on Pennsylvania Avenue until he found a school. Upon entering Hine Junior High School, Bruce located the principal’s office and asked the principal if he would be interested in having classrooms in the school adopt a provider. The enthusiastic response led to a multi-year involvement of Hine Junior High students and providers from all over America.

Since then, the program has since expanded to include over 300 classrooms in 20 cities across the nation and Canada, and addressing the question, “Where does my stuff come from?”

In addition to being executive director of Provider Pals, Bruce is currently serving as president of Communities For A Great Northwest and president of the League of Rural Voters and is on several other boards benefitting forestry.

Bruce is a friend of American Agri-Women and will be a featured keynote speaker Saturday afternoon of the AAW convention. Don’t miss this opportunity to hear about the extraordinary work of Provider Pals and how you can get involved!

Four running for officer positions

The Nominating Committee presents four AAW members as candidates for office.

The two nominees for Vice President of Vital Issues and Resolutions are **Chris Wilson**, Manhattan, Kansas, and **Doris Mold**, Cumberland, Wisconsin.

Doris Mold

Doris is a member of the Minnesota Agri-Women and has

recently served as AAW Vice President for Education from 2005 through 2006. Her issues of interest include leadership, consumer understanding, agricultural trade, animal and plant biosecurity, bioterrorism, energy, labor and rural health.

She is involved in a 60-cow managed intensive rotational grazing farm with dairy and beef production as well as consulting and teaching. She was an agricultural economist at the University of Minnesota and her background includes horticulture, pork, sheep, most field crops and some specialty crops.

Recipients of Doris’s leadership not only include the AAW Resource Center and MAW but also the Women’s Agriculture Leadership Conference, Minnesota Agriculture in the Classroom, University of Minnesota College of Agriculture Alumni, Governor’s Agriculture Breakfast and Minnesota Farm Bureau.

Doris is committed to developing the strategic plan with action plans and subsequently activating a broader base of our membership. She appreciates the history and traditions of AAW and would blend those into the future activities.

Chris Wilson

Chris is a member of Kansas



Agri-Women and is completing her term as AAW Vice President for Communications this year. Her issues of interest include private property rights, global climate change, food

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President's Column



By Yvonne Erickson
AAW President

The past two years' work are the results of strategies set in March of 2005. It is now a pleasure to review our accomplishments as it is a reminder of the power of passionate volunteers. Thank you, members, for that passion.

Strategic planning for the coming years of AAW was started last January. Remember, strategic planning is different than an action or business plan. An in-depth process of looking at who we are, what we are doing or should be doing and the effects of positive and negative forces started the planning process. After consideration of these items, we could then begin during the Mid-Year Meeting to work on tasks that would move AAW to be more effective as we work with consumer understanding, networking, and leadership.

The final strategic planning report is in this issue. We hope you will find the background report helpful as the foundation for setting the purposes and the developed tasks. The Board of Directors must approve the report and plan of work to start task implementation. If members have questions or concerns, please contact me or another strategic committee member for clarifications needed. If they still need to be addressed, then contact your affiliate president so they can bring them to the Board of Directors.

Planning is a perpetual process and may need to be changed as circumstances and experiences change. We must not lose sight of this.

The past two years have moved quickly. We have carried the message of our concerns about agriculture- from the halls of Congress to classrooms and to our

consumers. We cannot relent on the efforts to tell positive stories and valuable information about our food and fiber industry. Our effectiveness of spreading the word also changes with the way messages are received. Our newly developed tasks will propel us in new and exciting directions.

On behalf of the Executive Committee, thank you for the support and encouragement as we fulfilled our roles and duties for AAW. We look forward to AAW fulfilling its mission: "We, as women's agricultural organizations and individuals, unite to communicate with one another and with other consumers to promote agriculture for the benefit of the American people and the world." Yes, "We can do it together!"

Yvonne

Thank you to the 2007 Nominating Committee

This year's nominating committee put in a lot of hard work to find officers for this next term and we thank them for their efforts!

The committee included Dana Peterson, chair, Manhattan, Kansas; Heather Hampton-Knodel, Fillmore Illinois; Ina Pluid, Bonner Ferry, Idaho; Barbara Overlie, Lake Crystal, Minnesota; and Katie Edwards, Homestead, Florida.

2008 Nominating Committee

The 2008 nominating committee will be Merlynn Verstuyft, Knippa, Texas; Sarah Tesmer, Falcon Heights, Minnesota; Peggy Clark, Dayton, Ohio (Resource Center); and Dana Peterson, Manhattan, Kansas (carry-over).

Convention Silent Auction

Don't forget to bring your silent auction items to the convention.

Any questions may be directed to Barb Overlie, Silent Auction chair, 507-642-8098, or donbar@myclearwave.net.

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Nominees, continued from page 1.

safety and nutrition, and animal welfare and identification.

Chris is also the force behind the AAW Fly-In, planning speakers and activities and making arrangements. She has completed the Syngenta Leadership Program.

Chris is president of Association Resources, which provides association management and governmental consulting services for state associations and produces agricultural education curriculum materials.

Chris's leadership is highlighted in her work as KAW State legislative director and president, AAW Legislation Chair, StART chair, Convention program co-chair and through the Leaven Award selection committee. She is involved with 4-H, Girl Scouts, Kansas Agriculture and Rural Leadership, Inc, Alpha Omicron Pi, P.E.O. Sisterhood, Rotary International, and Junior League. She has served in her church as teacher and elder.

She farms in Knox County, Illinois and Riley County, Kansas.

Pamela Sweeten Shaw, Manteca, California, and **Arlene Kovash**, Monmouth, Oregon, have been nominated for Vice President of Communications.



Pamela Sweeten Shaw is a member of California Women for Agriculture and has prepared herself for this position through training in the 2004 Syngenta Leadership

Program and through contributions to the Almond Board of California. She served as Hospitality Chair for the 2005 AAW Convention held in California.

Her roles and experience in the almond industry has led to her interests being highlighted through the AAW Specialty Crops committee. She has held county vice president positions, CWA North Central District Director since 2006 and is chair of CWA Capital Ag Day this year. Pamela is a member of her county farm bureau, has served as president

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American Agri-Women

EXPLORE THE MALL OF AMERICA!
WEDNESDAY NIGHT ACTIVITY, NOVEMBER 7, 2007

5:00 pm – Board bus for the Mall of America

5:30 pm – Arrive at the Mall of America

5:30-7:30 pm – Shopping time at America's largest shopping mall

7:30 pm – Dinner at Kokomo's Island Café -You will have time to eat dinner and continue shopping if you desire.

9:30 pm – Mall Closes & Bus Departs for Crowne Plaza

Put on your walking shoes! Come out shopping at America's largest retail and entertainment complex. The 4.2 million square foot complex is home to more than 520 world-class shops; The Park at MOA, the nation's largest indoor family amusement park; Underwater Adventures Aquarium, a 1.2 million gallon walk-through aquarium; a 14-screen movie theater and more. You'll have plenty of free time to explore the many shops at the Mall of America.

The \$50 fee covers bus transportation to/from St. Paul, a coupon book for the Mall of America, and dinner at Kokomo's Island Café (tax and gratuity included). Dinner will include a dinner salad, your selection of entrée, key lime pie and beverage. Alcoholic beverages can be purchased separately and are not included in the cost of this trip.

Join us for a night of Agri-Women fun at the Mall of America!

For more information, please go to: www.mallofamerica.com

AMERICAN AGRI-WOMEN WEDNESDAY NIGHT ACTIVITY
MALL OF AMERICA

\$50/person, non-refundable

Name _____

Phone _____

Address _____

e-mail _____

Deadline: November 1, 2007

Please note: this registration is separate from the general convention registration and is not included in that registration fee.

Payment & Inquiries:

Make checks payable to 2007 AAW Convention and mail with registration form to: Sarah Tesmer, 320 VoTech Bldg., 1954 Buford Ave., St. Paul, MN 55108. Any inquiries contact Sarah Tesmer at 612-624-6256 or tesm0010@umn.edu.

The Family Farm – A Mainstay of the American Free Enterprise System

By Chris Wilson, AAW Vice President of Communications

Because of the basic AAW philosophy in support of the importance of the private enterprise system, American Agri-Women's 2006 plan of action called for an article which examines the relationship between free enterprise and AAW's Prime Truth.

The Prime Truth of American Agri-Women was adopted at the 1984 annual meeting and purports to "explain the purpose of AAW's existence." The Prime Truth states: "The family farm system must be preserved as the bulwark of the private enterprise system. (Private enterprise is the best method to develop human potential.)"

But what does this really mean? Is private enterprise the best method to develop human potential? Does the Prime Truth still explain the purpose of AAW's existence today? A bulwark is defined as a fortification, mainstay or a stronghold. Is the family farm a mainstay for the private enterprise system, and is that a reason to preserve the family farm system?

First, let's look at the free enterprise system. Economics educator Jeanette Bueno says, "Freedom is the principle on which the United States was founded. More than 200 years later, freedom serves as the nation's political foundation. Freedom is also the cornerstone of the American economic system. It is often called the free enterprise system because of the freedoms of the marketplace."

Free enterprise, the economy and monetary policy

According to the Dallas Federal Reserve Bank, "Free enterprise is the freedom of individuals and businesses to operate and compete with a minimum of government interference or regulation . . . As they are able and willing, enterprising people produce goods and services for profit, offer their labor for wages and own the resources needed to produce and sell goods and services.

"In this system, no one forces people to be creative, productive or

enterprising. Instead, they pursue what they believe to be best for them. By producing the goods and services that society values most highly, a free enterprise system results in the greatest efficiency, or lowest costs, of any economic system . . . Free enterprise means men and women have the opportunity to own economic resources, such as land, minerals, manufacturing plants and computers, and to use those tools to create goods and services for sale.

"What prompts people to take the financial and emotional risk of starting a business? The main motivator is the potential to earn a profit. People also go into business for personal reasons, such as the desire for independence and the drive to be creative.

"Others have no intention of starting a business. If they choose, they can offer their labor, another economic resource, for wages and salaries. The key to free enterprise is that all these people, whether they start a business of their own or work for someone else, do so voluntarily. By allowing people to pursue their own interests, a free enterprise system can produce phenomenal results. Running shoes, walking shoes, mint toothpaste, gel toothpaste, skim milk, chocolate milk, cellular phones and fax modems are just a few of the millions of products created as a result of economic freedom."

The building blocks of a free enterprise system

"Most free enterprise systems consist of four components: households, businesses, markets and governments.

Households—the Owners

"In a free enterprise system, households—not the government—own most of the country's economic resources and decide how to use them. One of the resources that households possess is their labor, which they sell to existing firms or use to form new businesses . . .

"Households also act as consumers. The wages and salaries of households purchase about two-thirds

of all the production in the United States. Consumers vote with their dollars, thereby directing production toward the goods and services they want businesses to provide. This is called consumer sovereignty.

Businesses—the Organizers

"Businesses organize economic resources to produce a good or service. The people who start businesses are called entrepreneurs. They are the organizers and innovators, constantly discovering new and better ways to bring resources together in the hopes of making a profit.

"Profit fuels the engine of business. Entrepreneurs, lured by the potential for profits, create new businesses to satisfy consumers' needs and desires. The inability to make profits signals businesses to close or to reorganize their resources more efficiently . . . In a competitive industry, the presence or absence of profits sends an important signal about the industry's economic efficiency.

Goals of free enterprise

1. A major goal of the American economic system is to maintain economic freedom.
2. Another goal of the free enterprise system is efficiency—to make the best use of scarce resources.
3. A sense of justice for all is part of America's heritage, and in economic terms this goal is known as economic equity. Government tries to ensure that all people share in the benefits of the free enterprise system.
4. To operate smoothly, the goal of economic stability must be set to maintain employment and stable prices.
5. Economic security is another goal the government works toward. Individuals can help protect themselves against the unexpected by buying insurance.
6. The last aim of the free enterprise system is economic growth; that is, to increase the amount of goods and services that each worker in the economy can produce."

(Source: Jeanette Bueno)

Agriculture's role in free enterprise

Next, let's look at agriculture's role, and specifically family farms, in the private enterprise system.

According to USDA, ninety-eight percent of U.S. farms are family farms. The remaining 2 percent are non-family farms, which produce 14 percent of total agricultural output. Two features of family farms stand out. First, small family farms make up 91 percent of all U.S. farms. Second, large-scale family farms account for 59 percent of all production.

Nevertheless, small farms make significant contributions to the production of specific commodities. Small farms account for 63 percent of the value of production for hay, 58 percent for tobacco, 39 percent for cash grains (including soybeans), 37 percent for dairy products, and 33 percent for beef cattle. At the other extreme, small farms account for only 8 percent of the value of production for hogs and 4 percent for poultry. Most small-farm production is concentrated among farming-occupation farms, which account for 19 percent of total U.S. production. The share of assets and land held by small farms is substantially more than indicated by their 27-percent share of production. Small farms hold about 71 percent of all farm assets, including 70 percent of the land owned by farms. Because of their large land holdings—in aggregate—small farms are important in conservation efforts. Small farms account for 82 percent of the land enrolled in the Conservation Reserve Program (CRP) and Wetlands Reserve Program (WRP).

Is the family farm a bulwark for the private enterprise system?

"American farm and ranch families embody some of the best values of our nation: hard work and risk-taking, love of the land and love of our country. Farming is the first industry of America – the industry that feeds us, the industry that clothes us, and the industry that increasingly provides more of our energy. The success of America's farmers and ranchers is essential to the success of the American economy," according to *A Safer World and a More Hopeful America*.

"The individually owned business

is more dominant in farming than in any other segment of our economy. The most common type of farm business structure is the one in which the owner-operator makes the decisions and assumes the risk; the farmer is the entrepreneur and usually performs the physical labor.

"Despite the growth in size of farms and the increased use of farm machinery, the division of labor now typical in so many other industries is still not characteristic in agricultural production. A farmer is often engaged in manual work, accounting, bookkeeping, management decisions, and financial planning. The farmer is a combined owner, manager, and laborer." (Source: *The American Private Enterprise System, Guide for Participant and Discussion Leader*, Lionel Williamson, *Extension Specialist in Agricultural Economics*)

These arguments support the contention that the family farm supports the free enterprise system.

Is that a reason to preserve the family farm system?

The importance of agriculture and the family farm's role in the industry to the nation's economy is certainly significant. There are many reasons that nations also choose to support and protect family farms, including food security, farmland preservation, quality of life, locally grown foods.

Finally, how does the Prime Truth fit into AAW's purpose statements?

The AAW bylaws state our purpose: to unite to communicate with one another and other consumers to promote agriculture for the benefit of the American people and the world.

The recently drafted 2007 strategic plan identifies the Mission: "AAW serves pro-active committed individuals who will ensure US agriculture and its resources remain profitable and retain their integrity" while accomplishing the vision statement: "We are a force for truth, a reasoned, non-partisan voice for the agricultural community to the public."

For more information and study, the USDA Farm Census Report and the American Private Enterprise System study guide have been posted to the AAW website.

Nominees, continued from page 3.

for Escalon Ag Boosters, Fair Booster and volunteers for the Sierra Vista Children's Services, the American Cancer Society, county Republican committee, as well as service to her church.



Arlene Kovash

is a member of Oregon Women for Agriculture (OWA) and her experience for this position includes eleven years as editor of

AAW's newsletter, the Voice. She writes articles for state and national publications and is editor of Page Craft Publishing. Arlene was in the 1997 Syngenta Leadership Program.

Her agriculture experience is in cattle and hay and her interests are highlighted through the AAW Endangered Species Act committee. Most recently she is the OWA legislative chair and has served as president and newsletter editor.

Arlene is currently president of Polk County (Oregon) Women for Agriculture and a leader in Oregon Farm Bureau, and is a 4-H leader and church treasurer and teacher.

The Nominating Committee did not receive any commitments for the position of AAW Treasurer. This is a vital member of the Executive Committee and any candidates for this opportunity would have several AAW members who are willing to assist them in their service. Candidates for nomination from the floor should submit a completed application form for executive office, which is available in the Policy and Procedure Manual, to any Nominating Committee member.

Candidates for AAW Resource Center Board of Directors

The Nominating Committee presents **Pat Lawfer**, Stockton, Illinois, for a second term on the AAW Resource Center Board of Directors, and four other members as new nominees: **Ardath DeWall**, Shannon, Illinois; **Dolly Lillis**, Dalton Gardens, Idaho; **Sue McCrum**, Mars Hill, Maine, and; **Linda Swiercinsky**, Mokena, Illinois.

AMERICAN AGRI-WOMEN STRATEGIC PLANNING REPORT

For approval November 2007

FORWARD

This report contains a record of the Planning Committee's deliberations and recommendations intended to aid AAW committees and leaders chosen to strategically focus the purposes of American Agri-Women (AAW). The plan was facilitated and drafted by Charles D. Rumbarger, Certified Association Executive (CAE).

The Planning Committee met at Dallas, TX, on January 5 and 6, 2007, and included the following participants: President Yvonne Erickson, MN; First Vice President Marcie Williams, OH; Vice President Communications Chris Wilson, KS; Resource Center President & CWA President Mary Ann Graff, CA; Resource Center and AAW Past President Trenna Grabowski, IL; StART Chair & Montana AW President Karen Yost, MT; College Project Co-Chair Sarah Tesmer, MN; Illinois AW President Heather Hampton+Knodle, IL; Kansas AW President Dana Peterson, KS; Florida AW Vice President Shannan Dunaway, FL; Idaho Women in Timber Ina Pluid, ID; Maine Agri-Women Sue McCrum, ME; and AAW and Oregon Women for Agriculture Past President Alice Dettwyler, OR.

INTRODUCTION

Planning is a perpetual process versus a periodic event. The committee recommends that AAW establish a "Future Committee" or other reliable means for continually researching the changing needs, wants and expectations of members and other stakeholders.

The three absolute necessities for all non-profit, voluntary membership organizations to prosper include:

1. Creating and maintaining a community of trust,
2. Understanding and acceptance of "majority rule," and,
3. Adopting and maintaining "purposes" important enough to a majority of members, who will, at times, willingly put those over their individual and factional priorities.

Mr. Rumbarger stated that without these conditions, even the best-crafted strategic plan would not enable an association to prosper.

THE "WHO"

Unlike typical business plans, strategic planning for non-profit, voluntary membership organizations should begin with developing consensus as to "who"—the current and future members, or intended beneficiaries. The "who" our members are may change in time regarding terms of titles, age, gender and other metrics. Accordingly, member needs, wants and expectations also change and well-crafted strategic plans begin with identifying changes, which may have occurred in "who" the association intends to serve.

To further the planning process, committee members agreed:

1. AAW needs to recognize the challenges of attempting to serve and satisfy all segments of agribusiness.
2. Additional study should be undertaken to clarify the "who" AAW intends to serve/benefit, with regard to issues of gender, geographic location, production versus processing, transportation, etc., through the formation of a task force.
3. Planning will continue under the mission: "AAW serves pro-active committed individuals who will ensure US agriculture and its resources remain profitable and retain their integrity" while accomplishing the vision statement: "We are a force for truth, a reasoned, non-partisan voice for the agricultural community to the public."

THE "WHAT"

The Planning Team discussed "what" AAW was doing, or should be doing, which would be most valued in 2007 and beyond, to best address the needs identified by the AAW "who."

It was the Planning Team's responsibility to be aware of and understand AAW history, but their highest responsibility was to support AAW and its success in the future. While there is always recognition of the past, changes and uncertainties often come with an organization's future.

Not in order of importance, the "whats" or benefits they believed would be most valued by members were proposed:

1. Increase consumer understanding of why and how AAW members and agri-business do what they do.
2. Provide forums for all segments of agri-business to "associate" and thereby:
 - a. become better informed,
 - b. develop consensus where possible, and
 - c. coordinate action to increase the success of agri-business.

3. Provide ways and means to increase the leadership effectiveness and influence of members engaged in advancing the success of agri-business.
4. Facilitate awareness, communications and relationships between members and member prospects.
5. Maintain exemplary and effective AAW governance structures, practices and documents.

POSITIVE AND NEGATIVE FORCES

Because an association's purposes should be most influenced by "who" its intended beneficiaries are, studies of forces likely to impact the association and members are not done until thinking about how, who, when and how much may be necessary to implement a plan. Positive and negative forces impacting the association and its members cannot really be intelligently discussed until it is agreed "who" the organization intends to serve and "what" services the association intends to offer. Having addressed the "who" and "whats," the Planning Team next discussed the positive and negative forces they believed would impact AAW and its members during the next several years.

The positive and negative forces or trends identified by the committee are listed in the order they were identified, not necessarily in order of importance or influence.

- Public interest in bio-fuels is increasing.
- Increasing embargoes may be imposed on US agri-business products.
- Increasing perception that organic products are better than conventionally farmed products.
- Consolidation of processing and packaging entities and increasing traceability is being required.
- Trade issues are becoming increasingly divisive and making cooperation more difficult (BUT, perhaps more necessary).
- Consumer concern over food safety is increasing.
- Consumer awareness and concerns over biotechnology are increasing.
- Cloning is a growing issue.
- An increasing number of women are studying agri-business.
- There is an increasing need for people engaged in agri-business to become multilingual.
- There is an increasing need for agri-business to become an effective and trusted source of information about issues and events impacting agri-business.
- International competition will continue to increase.
- Increasing competition from non-farming land uses will continue and the price of land continues to increase.
- Sources of support for agri-business and traditional agri-business organizations are diminishing.
- An increasing number of infectious diseases appear to be threatening US agri-business.
- Automation and mechanization will continue to increase.
- There is a growing criticism of agri-businesses' use and treatment of animals.
- There appears to be a return of younger US families to traditional family values.
- The "Graying of America" has created a very influential demographic group.
- Many proposed laws and regulations involving taxes, minimum wages, universal health care, environmental issues, price supports, etc. would negatively impact US agri-business.
- Energy and chemical costs are likely to continue increasing.
- Enhancements in communication technology offer our members both opportunities and challenges.

These positive and negative forces should be kept in mind in formulating proposals as to how, who, when and the probable costs of attempting to implement the "whats" and specific goals recommended in this report.

OBJECTIVES OR ASSIGNABLE TASKS

This plan, upon approval by the AAW Board of Directors, becomes the "AAW Plan of Action." This plan is intended to be both an enabling and a management document giving the Board of Directors clear responsibility and management over the association, its activities and the allocation of its resources.

Remember, planning is a perpetual process versus an event and consensus achieved during the planning process is likely to change as circumstances and experiences change.

AAW Plan of Action

For Approval November 8, 2007

The President, assisted by the Executive Committee, will assign the following tasks to work groups or leadership positions. They will determine the critical steps, responsible parties, resources and information needed, a completion timeline and measures of success.

Not all proposed tasks can, or should, be implemented immediately or at the same time, and some tasks for the purposes

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Strategic Planning Report, continued from page 7

may be delayed, or eliminated altogether, when boards become fully informed of the budgets, time requirements and human resources proposed in the “Plan of Action.” It is also expected that plans and priorities will change as frequently as circumstances and new knowledge make change appropriate.

The Plan of Action progress and priorities should be reviewed annually. The President, assisted by the Executive Committee, will determine the review process for the Board of Directors.

PURPOSE 1- CONSUMER UNDERSTANDING

1.1 Define Intended Understandings.

Task 1.1.1 Define our position statements on legislative and regulatory policy.

1) Critical Steps: Mid-Year Meeting each March.

Resources Needed: Prepared members with thoroughly researched information.

Information Needed: Current analysis and data on key and emerging issues.

Measure of Success: Relevant, accurate and succinct statements on legislative and regulatory policy that are readily understood by our members and by policy makers.

Task 1.1.2 Identify consumer interests in agriculture through market analysis, focus groups, industry input.

1) Critical Steps: Micro-segmentation to determine key opinion leaders, and their information sources, in U.S. political and cultural thought and the issues that they are interested in or would appear to take an interest in.

Resources Needed: Partner in-kind contributions of funding and market research services.

Information Needed: Results of pre-existing consumer research.

Measure of Success: A tightly defined demographic profile of people that would influence opinions about agricultural issues and a clear picture of their information-gathering habits.

Task 1.1.3 Develop messages to respond to target audiences (opinion leaders).

1) Critical Steps: Crafting easily understood, accurate messages; testing messages with focus groups.

Resources Needed: Partner in-kind contributions of funding and marketing or public relations firm services.

Information Needed: AAW policy statements, pre-existing messages and results of consumer research to determine what appeals to consumers.

Measure of Success: Focus groups confirming that messages convey our intended understandings on topics of interest to consumers.

1.2 Develop ways and means for communicating AAW's intended understandings.

Task 1.2.1 Provide access to policymakers at annual Fly-In to Washington, D.C. and other activities.

Task 1.2.2 Develop a speakers bureau that is nationally known and respected.

1) Critical Steps: Develop criteria for speakers to be designated as “certified spokespeople” for AAW; recruit speakers from AAW affiliates; identify training needs of candidates; provide credible and accessible data sources on AAW issues; develop “booking service” for scheduling AAW speakers for events.

Resources Needed: Contract between speakers and AAW on revenue sharing; corporate and organization partners as well as in-house expertise in ongoing presentation skills training; ongoing message development; ongoing production of presentation materials to accompany speaker; establishing a reliable “booking service;” marketing materials and distribution system to promote speakers and direct potential audiences to “booking service.”

Information Needed: Current data and messages that resonate with intended audiences.

Measure of Success: Requests for speakers flowing through “booking agent” resulting in additional revenue for speakers to compensate for time away from personal business and for AAW to support the speakers’ program and related programs.

Task 1.2.3 Use multi-media approach to distribute messages.

1) Critical Steps: Maintain current websites with rich, searchable content; identify distribution channels to target audiences; develop collateral materials based on current messages and most effective distribution channels (ex. television, radio, e-mail, blogs).

Resources Needed: Dedicated website manager and process for surfacing accurate, timely information for the website; Funding and/or in-kind market research support to determine best method of delivery for messages; professional design and production of collateral materials; legal review of statements.

Information Needed: Messages developed in earlier tasks; current status, data and analysis on key issues; evaluation of current analysis with AAW positions to form statements on timely issues.

Measures of Success: Frequent hits to website; direct feedback from message recipients on timeliness, content and accuracy of messages.

Task 1.2.3 ADDITIONAL STEPS – SPECIFIC EXAMPLES

Develop and distribute timely news releases and letters to the editor on issues affecting AAW members
Develop and distribute proactive public service announcements

Task 1.2.4 Develop a marketing and promotion campaign (American Grown Goodness) to promote U.S.-grown products and access advertising dollars.

Task 1.2.5 Support Ag-in-the-Classroom presentations and deliver educational materials as local level initiatives.

1.3 Serve as a respected and convenient source of information about women in agriculture.

Task 1.3.1 Build media access and relationships.

- 1) Critical Steps: VP Communications maintain extensive database of media contacts; constantly develop reliable, timely and accurate information
Resources Needed: Rapid process for message approval on timely issues; dedicated person to develop messages and guide through approval process; reliable distribution method; informed spokespeople to respond
Information Needed: AAW position statements; cross-reference position statements with timely issues
Measure of Success: Frequent contact and reference of AAW as a source for information in print, web and broadcast media

Task 1.3.2 Develop and provide information about women in agriculture to AAW members.

Task 1.3.3 Individually join groups outside agriculture to make sure the agriculture viewpoint is represented accurately in their policy decisions affecting the agriculture industry.

The following AAW members developed this plan during the mid-year meeting on March 31, 2007. Planners: Heather Hampton-Knodle-IL; Denise Gentsch, TX; Karen Yost, MT; Judy McCaughry, OR; Eleanor Kiner, WA; Eleanor Zimmerlein, IL; Peggy Clark, OH; Pat Yeagle, IL (VP of Education) Norma Hanson, MN; Arlene Novak, MN; Deb Whalen, MN

PURPOSE 2 – NETWORKING

2.1 Develop and maintain awareness of and the ability to communicate with all entities able to influence the success of agribusiness.

Task 2.1.1 Develop and maintain relationships with agri-business entities that are able to influence the success of agribusiness, i.e. boards, alliances/coalitions, and advisory councils.

- 1) Critical Steps: Involvement in them
A. Offer our benefits to them
B. Coordinate with Special Interest Groups (SIGs)
Resources Needed: Money for travel, lodging, registration
Information Needed: What activities are available, market our resources
Measure of Success: Board position, recognition
- 2) Critical Steps: Invitations to our meetings: i.e. speakers, outside entities, or affiliates
Resources Needed: Money, fees, transportation, hotel
Information Needed: Coordinator of meetings
Measure of Success: 20% increased attendance and 12 outside entities in attendance annually

Task 2.1.2 Annually facilitate project(s) for joint benefits between agribusiness partners

Task 2.1.3 Define and market benefits of AAW membership

2.2 Network within our membership.

Task 2.2.1 Develop and maintain a virtual office of all AAW members and affiliates and potentials, event calendars, project database and organization's capabilities likely to affect the public's understanding of agri-business.

- 1) Critical Steps: Evaluate the need
Resources Needed: Time, website
Information Needed: Membership database, project database, affiliates calendars
Measure of Success: A virtual office providing access with the Board members
- 2) Critical Steps: Attain resources
Resources Needed: Contracts
Information Needed: Bids

Continued on page 10.

Strategic Planning Report, continued from page 9

- 3) Critical Steps: Publish virtual office
Resources Needed: Time
Information Needed: Bids
Measure of Success: Usage to one year after release
- 4) Critical Steps: Market and train affiliates

Task 2.2.2 Host and otherwise facilitate high-quality forums and events for members and member prospects to advance AAW purposes, i.e. annual convention, symposium, regional meetings.

- 1) Critical Steps: Issues forum
Resources Needed: Issue expert, time at convention
Information Needed: Priority issues
- 2) Critical Steps: Town Hall (future meetings)
Resources Needed: Local experts, marketing to membership
Measure of Success: Have a Townhall Meeting at each convention and mid-year meeting
- 3) Critical Steps: Collect and distribute information from issues forum
- 4) Critical Steps: Regional meetings template
Resources Needed: Potential grants and donors
Information Needed: Components
- 5) Critical Steps: Convention
Responsible Party: Affiliate hosts under guidance of Executive Committee
Resources Needed: Funds, education, leadership
Information Needed: Template
Measure of Success: Attendance 300 voting members

Task 2.2.3 Maintain and evaluate print and electronic newsletters plus include member testimonials or profiles.

The following AAW members developed this plan during the mid-year meeting on March 31, 2007. Planners: Dana Peterson-KS, Carol Marx-OR, Arlene Kovash-OR, Carolyn Kleiber-KS, Linda Swiercinsky-IL, Lynne Figone-Gallagher-CA, Jacquie Compston-NV, Shirley Wilde-TX, Pat Lawfer-IL, Barb Overlie-MN

PURPOSE 3 – LEADERSHIP

3.1 Provide leadership development opportunities and training to AAW members.

Task 3.1.1 Surface leadership development topics and host training events in conjunction with AAW activities.

- 1) Identify regional or national
- 2) Identify needs of membership: i.e. Media training, presentation skills, leadership skills, team building

Task 3.1.2 Annually identify key industry issues through Special Interest Groups (SIGs). Develop position statements, talking points and presentations that can be presented at the local, regional or national levels.

- 1) Critical Steps: Structure mid-year agenda to maximize discussion time for issues and ideas.
Resources Needed: Time
Information Needed: Issue information
- 2) Critical Steps: Educate committee chairs and coordinators on responsibilities before they assume the role
Resources Needed: Time, education materials, convention session
Information Needed: Policy and procedure manuals, previous chair's file
Measure of Success: Committee chairs feel well informed and involved
- 3) Critical Steps: Evaluate committee structures i.e. StART, issues coordinators, team leaders, SIGs
Resources Needed: Time, funding to assist committees

Task 3.1.3 Sponsor AAW members in leadership development opportunities and training

3.2 Leadership in action

Task 3.2.1 Support AAW leaders with clerical support

- 1) Critical Steps: Research options for hiring part-time administrative assistant to the president

Resources Needed: Time
 Information Needed: Assignable duties and funding for position
 Measure of Success: Report and recommendations to Board of Directors

2) Critical Steps: Develop a job description for administrative assistant
 Resources Needed: Funding and time
 Information Needed: Duties
 Measure of Success: Completion of job description

3) Critical Steps: Hire part-time administrative assistant clerical support
 Resources Needed: Budget approval and time
 Information Needed: Job description, available funding
 Measure of Success: Position filled

Task 3.2.2 Record leadership resumes/biographies of AAW members.

1) Critical Steps: Evaluate opportunities for database; i.e. password protected online biographies
 Resources Needed: Funding to help committee members

2) Critical Steps: Make on-site visits to Sigma Alpha and Ceres to recruit members
 Resources Needed: Funding, brochures targeted to them

Task 3.2.3 Support a mentor program between novice and experienced leaders.

1) Critical Steps: Recruit people to serve as co-chairs, to be future chairs
 Resources Needed: Help from affiliates

The following AAW members developed this plan during the mid-year meeting on March 31, 2007. Planners: Chris Wilson-KS, Ina Pluid-ID, Toni Swain-SC, Val Velde-MN, Kris Poirier-MN, Kathy Rhoads-OH, Merlynn Verstuyft-TX, Jean Pettibone-KS, Ardath DeWall-IL, Dolly Lillis-ID, Katie Edwards-FL, Cheryl Day-CA.

LEGACY KIDS APPLICATION

Name of Child _____
 Address of Child _____
 City and State _____
 Name of Parent or Guardian _____
 Phone Number or E-mail Contact _____
 Child's Birthday _____

AAW Member Submitting Legacy:

Name _____
 Address _____
 City and State _____
 Phone _____
 E-mail _____
 Comments or Notes _____

 Date Submitted _____

Send with check for \$100 payable to AAW Resource Center to:

Trenna R. Grabowski Contact: 618-787-4430
 15 North 12th E-mail: grabeau@midwest.net
 P.O. Box 38
 DuBois, Illinois 62831

MEMBERSHIP FORM

Please Print – This membership application form will be used for direct computer input to produce your newsletter mailing labels.

Dues may be paid through your commodity/state affiliate or mailed to: American Agri-Women, PO Box 111, Hillsboro, KS 67063.

Please check one: New Renew

Last Name _____
 First Name _____

Spouse _____

Address _____

City _____

State/Zip _____

Phone () _____

Fax () _____

E-Mail _____

AAW Affiliation _____

AAW National Dues (\$20 for both affiliate and at-large or single member), or \$10 if a collegiate member) is enclosed:

Yes No

YES! We take Visa or Mastercard!

Card # _____

Expiration Date _____

Signature _____



American Agri-Women
11425 Pedee Creek Rd
Monmouth OR 97361

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See page 3 inside to sign up for a special “Explore the Mall of America” night at the convention!

SPONSOR A “LEGACY KID” THIS CHRISTMAS!

Legacy Kids was created in the fall of 2005, as a way for AAW members to share their enthusiasm and support of agriculture and AAW with young people, while encouraging the ultimate entry of 2nd and 3rd generation individuals into American Agri-Women.

As Legacy Kids enters its third year, we now have eight young people. Anyone who is a member of American Agri-Women can purchase a membership as gifts to children/young people from birth through age eighteen.

New Legacy Kids members receive an attractive certificate for framing and a letter of welcome from American Agri-Women. Each year Legacy Kids members receive a Christmas card from AAW. The card is unique to AAW and features a winter scene from the AAW “Experience the Beauty of Agriculture” collection. (This was the origin of the AAWRC Photo Contest.)

With the final Christmas card, each female Legacy Kid will be invited to become a student member of American Agri-Women. All Legacy Kids, whether male or female, will receive a letter wishing them well in their college years and ultimate careers. AAW will pay the student membership fee for the Legacy Kids member’s first year as an AAW member.

If you would like to sponsor a Legacy Kid, the cost is \$100 per membership and covers the youngster until age eighteen. Both girls and boys are eligible. Complete the form on page 11 and send with your check for \$100 payable to “AAWRC” to Trena Grabowski, P.O.Bx 38, DuBois, Illinois 62831.

American Agri-Women

Calendar of Events

Nov. 8-10 AAW Convention,
St. Paul, MN

March Mid-Year Meeting,
Columbus, Ohio

June 8-11 AAW Fly-In & Symposium
Washington, DC

AAW Web Site

www.americanagriwomen.org

AAW Phone & Fax Numbers

Phone: 218-495-2867

Fax: 218-495-2659

American Agri-Women is a national coalition of women’s farm, ranch, and agri-business organizations and individuals formed in 1974. We, as women’s agricultural organizations and individuals, unite together to communicate with one another and with other consumers to promote agriculture for the benefit of the American people and the world.

To contact AAW about our positions go to our web site at www.americanagriwomen.org.