Value of Partnership

A partner of AFA since 1999, Cargill Inc. is a global ag and food company working to execute on its purpose to be a “Leader in Nourishing the World in a Safe, Responsible and Sustainable Way.”

“Nourishing the world and empowering the next generation of agricultural leaders are among Cargill’s top priorities,” said Cargill senior manager of grants and community engagement, Stacey Smida. “Those initiatives are being accomplished through our partnership with AFA.”

For 19 years, AFA and Cargill have partnered to provide personal and professional development experiences for the next generation of agricultural and food industry leaders. Involved in many AFA programs such as AFA Leaders Conference, AFA Animal Institute and AFA Food Institute, Cargill is engaged throughout the year helping collegiate students prepare for their careers in the industry.

“We have an obligation, as well as an opportunity, to support young leaders in agriculture,” said Ruth Kimmelshue, senior vice president of business operations, supply chain and sustainability at Cargill. “We believe there is real value in supporting AFA because it develops future leaders for the industry and it also allows us to connect with that future talent.”

Kimmelshue is a member of the AFA board of directors and chair of the program committee, providing support to AFA’s largest experience, AFA Leaders Conference. Since the partnership began, Cargill has sponsored more than 200 students to attend Conference and has engaged more than 39 team members to represent Cargill at the event in the last five years. Two of those team members, Morgan Zumpfe and Brandon Schlake, participated in 2017 with a unique perspective, both as industry professionals and AFA alumni.

“AFA was great because it provided me many opportunities to meet with agricultural companies and gave me a lot of one-on-one time with the Cargill team,” said Zumpfe, management associate with Cargill Animal Nutrition. As a student Zumpfe attended all four years of Conference and attended the AFA Policy Institute.

“I actually met Ruth Kimmelshue through AFA as a student,” said Zumpfe. “Not too many people early in their career can say they have a relationship with someone who holds a leadership position with a major company like Cargill.”

Since graduating from the University of Nebraska-Lincoln with a degree in agricultural communications, Zumpfe has been applying the skills she gained through AFA experiences to her day-to-day responsibilities at Cargill. Zumpfe is a member of a two-year rotational training program, the Cargill Management Associate program, which is designed to help members focus on their leadership development.

“By the end of the program you learn how to make feed from start to finish and develop your leadership potential along the way,” said Zumpfe.

Schlake joined the Cargill team as an intern while studying at Northwest Missouri State University. Following graduation he accepted a full-time position with the company.

“Internships can really help position you to get a jump start on your career and help verify the path you want to follow,” said Schlake.

Schlake will be celebrating 16 years with the company in 2018. Zumpfe and Schlake are two of many AFA alumni that are now working as leaders in the agricultural and food industry.

“We think AFA does a tremendous job of developing future leaders and ensuring that these smart and talented individuals are career-ready. This is a large reason why this partnership continues to grow,” said Kimmelshue. “Cargill’s values are: ‘Do the Right Thing’, ‘Put People First’ and ‘Reach Higher’; these are all completely consistent with the values AFA instills in these students.”
Fiscal Year 2018

At A Glance

March 2017

2-4 — First AFA Technology Institute
8 — ONTAP series “Money Savvy with Adam Carroll”
19-21 — AFA Policy Institute

April 2017

6-8 — Student Leader Training
9-11 — AFA Animal Institute
25 — ONTAP episode “Integrating Work and Life”

May 2017

11-15 — Student Advisory Team Meeting with MANRRS

June 2017

5 — Scholarships Announced
16-19 — Student Advisory Team Meeting
22-23 — Board of Directors Meeting

July 2017

23-25 — AFA Crop Science Institute

August 2017

4-8 — Student Leader Meeting

September 2017

7 — AFA Virtual Opportunity Fair
14-16 — Student Advisory Team Meeting
15 — Alliance Session “Present Like a Pro”

October 2017

3 — ONTAP episode “Navigating the Job Search”
7-9 — Student Advisory Team Meeting

November 2017

2-3 - AFA Board of Directors Meeting
2-5 — AFA Leaders Conference
3-4 — AFA Alliance Forum
7 — ONTAP episode “Applying New Skills”

December 2017

14 — ONTAP episode “Navigating LinkedIn”

January 2018

27-29 — AFA Food Institute

February 2018

22 - Board of Directors Meeting
27 - March 1 — AFA Technology Institute
AFA’s strategic plan is an important part of how we approach each delegate experience. These goals are backed by measurements and personal stories that highlight how these pieces work together.

Creating Connections
A senior at Tennessee State University, Justus Watson applied and was selected to attend AFA Leaders Conference in fall of 2017. Through this experience, he made connections with peers and professionals as AFA made good on its core capability of bringing together relevant stakeholders. In fact, he made an important connection as he left the Mocktails networking reception.

“My friend and I were waiting for the elevator and met Brian Salmon from Union Pacific Railroad,” Watson said. “We got on the elevator with him and were having typical elevator conversation when Brian says, ‘These guys want to work for Union Pacific.’”

This brief connection piqued Watson’s interest and led to a deeper conversation at the AFA Opportunity Fair the next day where he learned more about career opportunities with Union Pacific. Watson said his Conference experience helped him feel more confident as the conversation progressed into accepting a job offer.

“I had been to other conferences in the past but we never discussed how to negotiate salaries or how to evaluate offers,” he said. “Leading up to the interviews, it was really great to have that training on how to evaluate what is important to you and what is not.”

Establishing a Culture of Curiosity
Not only does AFA want to help students be more prepared for their careers, it also wants to increase its knowledge assets to help companies better understand what is important to young employees. AFA sits in a unique place to capture valuable student voice.

When it came to connecting with Union Pacific, Watson said their personal approach set them apart from other companies.

“They did an excellent job making you feel like they wanted you to be a part of their team,” he said. “In the interview process I learned about their values — passion for performance, working as a team and high ethical standards. Those are some of the things I use to describe myself.”

Building Competencies
As Watson starts his job at Union Pacific Railroad, he feels his continued involvement in AFA through the AFA Technology and Policy Institutes has positioned him to contribute in his new role.

“When it comes to adding value to a business, technology and policy are two important knowledge bases to have,” he said.

Each of AFA’s leader development experiences are designed to build on 21 core competencies AFA has identified along with its collegiate and industry partners. Each experience like Watson’s plays a role in AFA’s quest to build a better talent bench for the future of agriculture and food.

Reaching More Students
In addition to Watson’s participation at AFA Leaders Conference, three more delegates from Tennessee State University were selected to attend through AFA’s University Growth Initiative. Established in 2007, the grant broadens the base of colleges and universities attending Conference. Supported by the Monsanto Company and the CHS Foundation, the UGI grant has been awarded to more than 30 universities.

“As AFA strives to diversify our student audience, we appreciate the support of our partners that allowed us to award these grants to six universities in 2017 that historically had little to no representation at AFA,” said Ashley Collins, AFA’s director of collegiate relations. “Prior to Justus and his peers, the last time students attended Conference from Tennessee State University was nearly a decade ago. Continuing to build relationships with new schools plays a strong role in helping AFA achieve our goal of serving one percent of students enrolled in agricultural degree programs within each state by 2022.”
Over the past three years, AFA has been making progress toward a strategic plan that calls us to focus on a few wildly important goals each year. Here’s a review of that plan and what we focused on in fiscal year 2018.

**Core Capabilities:**

AFA is uniquely positioned to build bridges between academia, industry and collegiate students.

- To bring stakeholders together for the betterment of the future workforce and developing lives of contribution.
- To help industry build a better bench, helping college students explore their career opportunities and develop skills.
- To create environments for learning and building deep relationships for the betterment of individuals and the industry.

**Wildly Important Goals:**

**Create methodology and lead measures for brand strength by constituency**
- Awareness and net promoter score (NPS) adopted as measurements of brand strength
- Initial baseline awareness was 79.5 percent of the survey sample and NPS was 63
- Goal by 2022 is 80 percent awareness in the survey sample and NPS of 70 or higher
- Engaged a consulting firm to help craft a roadmap to reach these goals

**Create a plan and timeline to reach a broader base of participants and funding**
AFA strives to serve a range of students, young professionals and industry partners from various ethnic, geographic and academic backgrounds.
Goals by 2022:
- To have student participation represent 1 percent of those enrolled in agriculture programs from each state
- 15 percent alumni engagement (financially and/or volunteering)

**Create a plan and timeline for knowledge assets and instill a culture of curiosity**
- Annually execute on a plan for knowledge capture, creation and sharing that drives organizational goals and decisions
- Regularly publish products that convey knowledge to stakeholders and positions AFA as a knowledge expert
- Documentable impact of knowledge through a strong evaluative framework

**Focus on Volunteers**
Developing infrastructure, training and recognition for AFA's volunteers.

**Volunteer:** A person who gives time to AFA and receives no payment in return.

- Volunteer form launched on website
- Mechanism for tracking volunteer hours in place
- National Volunteer Week thank you postcards sent
- Presentation skills training held for FranklinCovey volunteers
- Volunteer hospitality room at AFA Leaders Conference

**Foster Human Talent**

**Diversify Participation and Funding**

**Increase Knowledge Assets**

**Build Brand Strength**
Agriculture Future of America is a catalyst in the preparation of a new generation of agricultural leaders. Webster defines “catalyst” as “a person or thing that precipitates an event.”

At AFA we give legs to this definition by engaging people, providing experiences and facilitating relationships that provide personal growth; intellectually, professionally and intrapreneurally.

It takes a variety of resources to sustain any enterprise, including a nonprofit. However, nonprofits rely on a resource that is somewhat unique; volunteers. Each is a vital part of AFA’s success.

During this past fiscal year nearly 500 individuals were directly involved in assisting AFA govern, plan, evaluate and deliver AFA experiences. The list starts with AFA’s board of directors and encompasses individuals who serve as community coordinators for AFA Leader and Academic Scholarships, application reviews, program facilitators, AFA Leader Fellowship coaches and more.

Each individual is a catalyst, helping impact the student experience. Those who volunteer are a vital part of the AFA team.

As you review this report please think about the individuals who have given their time, talent and yes, financial resources. Each is a vital part of AFA’s success.

— Russ Weathers, AFA board of directors chair
2018 Financial Statement

**ASSETS**
- Cash and cash equivalents $1,287,604
- Assets whose use is limited $3,367,769
- Pledges Receivable $11,500
- Inventory $42,898
- Prepaid expenses $32,339
- Property and equipment — net $123,854
- **Total Assets** $4,865,964

**LIABILITIES**
- Accounts payable $99,509
- Accrued liabilities $10,807
- **Total Liabilities** $110,316

**NET ASSETS**
- Unrestricted net assets
  - Board designated $3,210,368
  - Undesignated $852,541
  - **Total Unrestricted Net Assets** $4,062,909
- Temporarily restricted net assets $584,189
- Permanently restricted net assets $108,550
- **Total Net Assets** $4,755,648
- **Total Liabilities & Net Assets** $4,865,964

**CHANGES IN UNRESTRICTED NET ASSETS**
- Support
  - Contributions $1,325,922
  - Net assets released from restriction $75,094
  - **Total Support** $1,401,016
- Revenues
  - Conferences $1,436,148
  - Loss on disposal of fixed assets $0
  - Investment income $275,349
  - **Total Revenues** $1,711,497
  - **Total Support and Revenues** $3,112,513
- Operating Expenses
  - Program $2,687,057
  - General and administrative $312,389
  - Fundraising $252,950
  - **Total Operating Expenses** $3,252,396
  - Increase in Unrestricted Net Assets $(139,883)

**CHANGES IN TEMPORARILY RESTRICTED NET ASSETS**
- Contributed scholarships $230,542
- Net assets released from restrictions $(75,094)
- **Increase in Temporarily Restricted Net Assets** $155,448
- **Increase in Net Assets** $15,565

### Allocation of Expenses

- **Leader Development** 71.9%
- **Scholarships** 10.7%
- **Fundraising** 7.8%
- **Management** 9.6%

### Operating Revenue

- **Community** 8%
- **Individual** 2%
- **University** 2%
- **Corporate** 58%
- **Foundation** 30%

*Community partners typically consist of a combination of individual, corporate and foundation supporters.*
AFA Partners

Agriculture Future of America appreciates the generosity of hundreds of individuals, corporations, foundations and educational institutions that partner with AFA to provide career development and scholarship programs for the next generation of agricultural leaders. The following recognizes AFA’s partners for the 2018 Fiscal Year, which was March 1, 2017 to Feb. 28, 2018.

Investments $200,000 and Above

- CHS
- Arysta LifeScience
- Roderick J. & Jo Anne Cyr Foundation
- Dairy Farmers of America, Inc.
- Hunt Legacy Family Foundation
- The Gavilon Group, LLC
- The Maschoffs
- The Sosland Foundation
- Trimble Navigation Limited
- Tyson Foods, Inc.

Investments $100,000 to $199,999

- ADM
- Cargill
- Farm Credit
- Enid and Crosby Kemper Foundation
- William T. Kemper Charitable Trust
- R.C. Kemper Charitable Trust
- Arvin Gottlieb Charitable Foundation

Investments $50,000 to $99,999

- BASF
- Bunge
- Dow AgroSciences
- GROWMARK
- ICM
- John Deere
- Merck Animal Health
- Syngenta
- UMB
- Valent

Investments $25,000 to $49,999

- AG Careers.com
- Boehringer Ingelheim
- Elanco
- Farm Credit West America
- Gowen
- HELENA
- Fort Brands
- LAND O’LAKES, INC.
- Monsanto
- INTL FCStone
- Kuhn
- LMA
- Smithfield

Investments $10,000 to $24,999

- American Royal Association
- Ardent Mills
- Arysta LifeScience
- Belles of the American Royal
- California Cotton Alliance
- Roderick J. & Jo Anne Cyr Foundation
- Dairy Farmers of America, Inc.
- Hunter Legacy Family Foundation
- LEWMAR Foundation
- National Crop Insurance Services
- National Pork Board
- Nationwide Mutual Insurance Company
- Nebraska Corn Board
- Nufarm Americas Inc.
- Ohio Corn & Wheat Growers Association
- Bob and Georgia Richter Seaboard Foods
- St. Joseph Area Chamber of Commerce
- The Gavilon Group, LLC
- The Maschoffs
- The Mennel Milling Company
- The Scoular Company
- The Sosland Foundation
- The Stanley H. Durwood Foundation
- Trimble Navigation Limited
- Tyson Foods, Inc.
- Union Pacific Railroad

A complete list of all partners is available at www.agfuture.org/industrypartners.

Mark Stewart
President and CEO

Nancy Barcus
Chief Operating Officer

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Mission: Build bridges for young leaders to foster engagement and innovation in food and agriculture.