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Agriculture Future of America appreciates the generosity of hundreds of individuals, corporations, foundations, and educational institutions that support AFA's career development and scholarship program. The following recognizes donors for the organization's 2011 Fiscal Year* that make gifts of ten thousand dollars and greater. A complete list of all donors is available on the AFA website under "Partners".

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*Fiscal year 2011 was for period March 1, 2010 to February 28, 2011.

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Agriculture Future of America

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June 2011

Dear AFA,*

Jill graduated this weekend. It was a well earned recognition for her and gratifying for us as parents.

The agricultural graduates were addressed by an alum who is the CEO of a national agricultural firm. It was an excellent message. He emphasized the importance of taking an honest assessment of your career, continuing to grow in a changing world, taking risk and avoiding "comfort zones". In other words, leaders are not complacent.

I was reminded of the difference AFA has made in preparing Jill as she begins her professional career in plant research. We saw both Jill's leadership and organizational skills grow as part of her AFA experience. Although she has always demonstrated these abilities, she really sharpened the blade as part of AFA. We are appreciative.

The AFA team should take great satisfaction in how young people are being prepared for leader roles in a world that is seeing great change and challenge.

Best regard,

John

*AFA received this letter from the father of an AFA student. The letter was edited, removing the names of persons and companies identified in the original document.

2011 Annual Review



Agriculture Future of America

Director Message from the Chair



When Agriculture Future of America (AFA) was founded in 1996, its founding directors shared a common belief and concern. They believed that the future economic base of our region – our country – was deeply dependant on a strong agriculture economy. They also shared the concern that a new generation of leaders needed to be identified and encouraged to prepare for careers in the agri-industry. For fifteen years, AFA has been focused on this concern of leader identification and fostering the belief that agriculture is a profession for future world leaders. This review highlights AFA program successes, acknowledges organizational partners for investing in the future and reports on the organizations fiscal year 2010-11.

AFA's Board has a number of organizational performance standards it uses to evaluate programs and operations. Annually, Directors review the deployment of human and financial resources that are available to achieve the organization's mission by asking the following types of questions:

- ▶ *What percentage of the organization's resources is directed to program development and delivery?*
- ▶ *How are students rating their experience with AFA training?*
- ▶ *Do AFA experiences result in greater skill levels; are they measurable?*
- ▶ *Is the funding base for AFA growing fast enough to support program growth goals?*
- ▶ *Are AFA historic partners increasing their investment while new partnerships are being developed?*
- ▶ *Is AFA's academic partner base growing?*

I am pleased to report the goals set for the organization by the Board and staff are being met and in many cases, exceeded.

In a difficult economic market when many enterprises experienced a decline in participation and support, AFA was fortunate. Historic partner funding grew, new partner funding grew, participation in programs grew, the geographic footprint grew and the number of colleges and universities partnering with AFA grew.

In 2010, in partnerships with Millennium Research, Inc., AFA completed a Future Leader Preparedness Study. AFA's objective with the study was to discern if the AFA Leader Development Model and the experiences provided through this model are preparing future leaders for agriculture. The findings offered a profound YES – the model is successfully preparing a new generation of leaders. The full report is available at www.agfuture.org in the Resource Center.

At AFA's first Leaders Conference in 1997, I referenced the phrase “a rising tide lifts all ships” as the expectation for the newly formed agriculture leader and career organization. Fourteen years later, the phrase is even more relevant. Today, there are outcomes that validate AFA's vision; being a catalyst in the preparation of a new generation of leaders is working.

On behalf of the directors and staff, I am pleased to share this review. On behalf of the thousands of young leaders who have benefited from the investment of hundreds of individuals, corporations and foundations, Thank you for your support and for being a part of the rising tide.

S. Kemper

Sandy Kemper
Chairman, Agriculture Future of America

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AFA Directors are elected by the Board to serve three-year terms. Director terms are staged with one-third of the Board eligible for election each year.

2011 Financial Statement

Agriculture Future of America (AFA) is a 501(c)(3) not-for-profit organization. AFA's corporate year is Mar. 1 to Feb. 28. Contributions from individuals, businesses, corporations and foundations for the fiscal year ending Feb. 28, 2011 were \$1,869,746 with a net increase in assets of \$263,665. These contributions provide for program and organization operations. Seventy-eight percent of these contributions were invested to support programs.

ASSETS

Cash and cash equivalents	\$ 1,361,830
Assets whose use is limited	\$ 477,670
Receivables	\$ 51,000
Prepaid expenses	\$ 22,731
Property and equipment – net	\$ 57,614
Total Assets	\$ 1,970,845

LIABILITIES

Accounts payable	\$ 66,420
Accrued liabilities	\$ 31,422
Total Liabilities	\$ 97,842

NET ASSETS

Unrestricted net assets	
Board designated	\$ 350,509
Undesignated	\$ 1,216,709
Total unrestricted net assets	\$ 1,567,218
Temporarily restricted net assets	\$ 197,235
Permanently restricted net assets	\$ 108,550
Total Net Assets	\$ 1,873,003
Total Liabilities & Net Assets	\$ 1,970,845

CHANGES IN UNRESTRICTED NET ASSETS

Support	
Contributions	\$ 975,659
Net assets released from restrictions	\$ 238,205
Total Support	\$ 1,258,864
Revenues	
Conferences	\$ 538,166
Investment income	\$ 22,716
Total Revenues	\$ 610,882
Total Support and Revenues	\$ 1,869,746
Operating Expenses	
Program	\$ 1,273,302
General and administrative	\$ 148,692
Fundraising	\$ 207,220
Total Operating Expenses	\$ 1,629,214
Increase in Unrestricted Net Assets	\$ 240,532

CHANGES IN TEMPORARILY RESTRICTED NET ASSETS

Contributed scholarships	\$ 306,338
Net assets released from restrictions	\$ (283,205)
Increase in Temporarily Restricted Net Assets	\$ 23,133
Increase in Net Assets	\$ 263,665

Allocation of Expenses



Since 1997, Agriculture Future of America has been providing leader and career programming for outstanding college men and women in agriculture. Participation in all programs and academic scholarships is based on competitive applications and evaluation.

Students from 41 states have participated in AFA leader and career development programs.

7,000 college leaders have benefited from AFA leader and career training programs, scholarships, internships or specialized programs.

Student participation has grown by more than 38% in the past five years.

More than 6 million dollars in academic and leader development scholarships have been awarded since 1997.

Students have represented 115+ universities from more than 150 majors & degree programs.

9% of AFA program participants in 2010 were minority students.