



VISION STATEMENT

The National Agricultural Alumni and Development Association, Inc. (NAADA) will be the premier organization providing enhancement opportunities for advancement professionals in institutions of higher education associated with agricultural sciences and their related programs.

MISSION STATEMENT

NAADA provides education, support and recognition for individuals dedicated to expanding resources for land-grant and other colleges of agricultural sciences and related programs.

2014 ANNUAL REPORT

REPORTING OCTOBER 1, 2013 – SEPTEMBER 30, 2014

PRESIDENT'S LETTER



Dear NAADA Friends,

On behalf of your Board of Directors, it is an honor to provide you with the 2014 National Agricultural Alumni and Development Association (NAADA) annual report. This report highlights the time frame of our fiscal year: October 1, 2013 – September 30, 2014. It's the Board's hope that you'll find this statement an informa-

tive look at efforts initiated this year and reflective of the goals obtained by our organization during this time.

We are pleased to identify several indicative pieces of evidence – “pillars” – that highlight the year and showcase NAADA's efforts to build upon its past while looking to the future.

- You'll see we are financially stable and have worked diligently to sustain and elevate our programs to meet the needs of members both collectively and within each of our tracks.
- We hope you will note NAADA is programmatically reliable and has offered relevant conference sessions and year-round helpmates to our membership.
- We are pleased that our membership has remained solid and represents the land grant system well, along with other institutions and partners focused on agriculture.
- And, it's our desire that you'll gain insight on the thousands of lives that have been impacted through the services and engagement opportunities our membership accounts for through NAADA's nationwide footprint.

As always, we thank each of you for helping make these pillars sustainable and realistic. We also pay tribute to the many outstanding colleagues on our campuses that assist our association through various efforts as well as to our administrative partner, Ewald Consulting Group, Inc. NAADA would not be the organization it is today without these supporters.

On behalf of NAADA,

Keith Barber

President

2013-14 NAADA BOARD OF DIRECTORS

2013-14 NAADA Board of Directors

*Back Row: Darrin Hubbard, Catherine Maxwell, Joe Leisz, Pat Whittington, Heidi Griswold, Keith Barber, Jason Headrick, Sharon Detzer, Paul Willis
Middle Row: Jill Tyson, Katie Black, Jill Brown, Andy Zehr, Derek Mulhern, Darin Paine, Tara Anderson, Monica Delisa
Front Row: Marianne Fivek, Jillian Stevenson, Jennifer Shike, Lisa Cox, Julie Bray-Obermeyer, Naomi Knaub, Jamie Lucero, Mary Buschette, Nelson Lofthus*

The leadership of NAADA is comprised of Committee Chairs, Track Representatives, Board Officers, and At-large Members.

NAADA Committees play a vital role in the activities that NAADA is involved with annually. Our valued volunteers are responsible for many of the accomplishments outlined in the annual work plan. The following committees played a key role in NAADA's successes in 2013-2014:

Awards Committee – Solicits nominations for and selects recipients of NAADA Individual awards (Frontline Award, Volunteer Service Award, Jane Longley-Cook Volunteer Service Award, Ruby C. McSwain Outstanding Philanthropist Award, Professional Achievement Award and Founders Distinguished Service Award). In addition, the committee prepares the award presentation at the NAADA Conference Awards Banquet. Chair: Catherine Maxwell, North Carolina State University.

Education Committee – Develops the educational portion of the NAADA Conference by working with the Track Reps to identify and solicit topics, speakers and session moderators. Chair: Jamie Lucero, Virginia Tech.

Conference Committee – Oversees all aspects of planning the Annual Conference.
2013 Chair: Paul Willis, Abraham Baldwin Agricultural College.
2014 Chair: Naomi Knaub, Penn State University and Marianne Fivek, Penn State University.
2015 Chair: Darin Paine, Texas A&M University.

Executive Committee – Is empowered by the Board to conduct business between Board Meetings. This committee is chaired by the President and is comprised of the Vice President, Treasurer, Secretary, Past President and the Executive Secretary which is an ex-officio member. President: Keith Barber, University of Tennessee; Treasurer: Sharon Detzer, Cornell University; Secretary: Pat Whittington, The Ohio State University; Past-President: Jillian Stevenson, Penn State University; Vice President: Jamie Lucero, Virginia Tech, and Executive Secretary: Darrin Hubbard, Ewald Consulting.



online job and internship database. Chair: Julie Bray-Obermeyer, University of Nebraska-Lincoln.

Marketing/Communications Committee – Responsible for overall marketing of organization, social media efforts and the electronic newsletter. Chair: Jason Headrick, University of Kentucky.

Membership Committee – Responsible for developing strategies to retain current members and exploring opportunities to solicit additional NAADA members. Review, update and launch the membership survey biennially. In addition, the committee oversees the first-timer buddy sessions at the NAADA Conference. Chair: Joe Leisz, Colorado State University.

Nominating Committee – Solicits and evaluates candidates for Executive Officer roles and proposes slate of candidates before membership for vote at annual meeting. Chair: Mary Buschette, University of Minnesota.

Outreach Education Committee – Responsible for developing Virtual Coffee Break programming throughout the year. In addition, the committee plans the pre/post conference workshop. Chair: Lisa Cox, University of Kentucky.

Publication/Project Competition Committee – Solicits and evaluates nominations submitted for the NAADA publication/project competition. The Committee also coordinates the awards breakfast at the NAADA Conference. Chair: Andy Zehr, Iowa State University.

Sponsorship Committee – Responsible for identifying and soliciting sponsorships for the NAADA Conference and organization. The committee collaborates with the host institution to approach local sponsors as well. Responsible for overseeing the revision the sponsorship prospectus annually.

Chair: Nelson Lofthus, Penn State University.

Student Programs Committee – Assures full and active involvement of student groups in NAADA programming. Chair: Jill Tyson, The Ohio State University.

At Large Members – The NAADA President can annually appoint up to three at large members to serve on the Board of Directors. Derek Mulhern from Agriculture Future of America and Monica Delisa of Georgia College and State University were appointed to this position in 2013-14.

In addition to the standing committees listed above, Ad Hoc Committees are formed to take on specific tasks or objectives that come up during the year. In 2012, NAADA brought together an Financial Oversight Committee that acted as a resource for the Board of Directors and Treasurer. The Financial Oversight Committee exists to provide guidance and support in matters relating to financial decisions including investment strategy. The group meets on an as needed basis. Chair: Sharon Detzer, Cornell University.

The NAADA membership is categorized according to job functions, or tracks. NAADA has five official tracks. Each track elects a representative who organizes the track programming at the Annual Conference and advocates for their track on the Board of Directors. The 2014 Track Reps are as follows:

Alumni: Jill Brown, University of Nebraska-Lincoln.
Communications: Jennifer Shike, University of Illinois.
Development: Heidi Griswold, Oklahoma State University.
Student Professional: Katie Black, Clemson University.
Volunteer: Tara Anderson, University of Illinois.



NAADA Past Presidents Bobby Gaffney, Mary Buschette, Paul Willis, Jillian Stevenson, and Milford Jenkins.

TAKE A VIRTUAL COFFEE BREAK

Miss interacting with your NAADA colleagues between conferences? NAADA offers a valuable resource through a series of member-only conference calls entitled "Virtual Coffee Breaks." These Virtual Coffee Breaks are an opportunity for you to network with your colleagues across the country to discuss issues of specific importance to NAADA members.

NAADA ANNUAL PLANNING PROCESS

In October 2009, the NAADA Board of Directors adopted an annual planning process. The steps involved in an annual cycle ensure that each part of the organization's structure does its job—the Board sets objectives and priorities, the committees plan activities and implement them within those Board approved objectives and according to the priorities determined by the board, the Board approves activities and the supporting budget, staff implement activities and monitor the financial management throughout the year, and the Board reviews the success of the organization's activities. The completion of an annual work plan gives the organization a sense of direction for the year, and assures that activities can be adequately financed. The staff and committees then assume responsibility for the implementation of the work plan as outlined, with the budget as approved by the Board. Below is the current work plan, in priority order, as established by the board at its June 2013 meeting.

1. MEMBERSHIP ENGAGEMENT

Purpose: To ensure that the expectations and needs of current members are met; identify and facilitate the recruitment of new members; and engage members so as to develop new leaders and provide opportunities for networking and interaction with colleagues.

- Provide professional development through an annual conference offering sessions for alumni, development, student, and communications professionals and alumni volunteers.
- In support of member professional development, provide five Virtual Coffee Breaks per year focusing on all professional areas of NAADA—alumni, development, student professionals, communications, and volunteers. Record and/or post Powerpoint presentation and notes on NAADA web site.
- Coordinate and schedule topic(s) and speaker(s) for pre and/or post conference sessions.
- Provide mentors to conference newcomers through the NAADA Buddies program.
- Engage members connected to student programs to utilize the resources available through NAADA.
- Expand engagement to all areas of the Student Professionals track (recruitment, career development and advising, donor stewardship, etc.)
- Continually engage past presidents in NAADA to maintain that important network and contributions.
- Investigate the possibility of partnering with other organizations to provide additional benefits to NAADA members (e.g., BoardSource, ACE, etc.)
- Investigate, create and implement at least one revenue generating program/project either in connection with annual conference or through a regional event throughout the year.
- Develop and nurture relationship with new members.

2. COMMUNICATIONS

Purpose: To promote the value and opportunities of the organization to various stakeholders including current members,

prospective members, College administrators, sponsors, and the general public.

- Publish monthly online newsletters with at least three articles that provide an update on the organization's activities/accomplishments and at least one article that serves as a resource and/or learning opportunity for members. Investigate possibility of developing and publishing more scholarly pieces in the newsletter.
- Continue marketing efforts with posters, press releases, post cards, and other communication pieces.
- Continually ensure website content is up-to-date, comprehensive, and organized in a manner that allows visitors to easily navigate and find what they need.
- Conduct one conference survey every year and one membership survey every other year, reviewing results and incorporating suggestions for improvements into annual planning process.
- Create Task Force to develop process to review, maintain and market Knowledge Center on website.
- Promote membership and engage members through listservs and social media beginning with Facebook, Twitter, and LinkedIn, in addition to face to face meetings and phone contacts. Engage board members to help with posts and tweets.
- Annually report to the membership on NAADA's accomplishments.

3. REVENUE AND FINANCE

Purpose: To initiate and organize revenue generating activities, ensure long-term financial stability and provide fiduciary guidance.

- Collect 100 percent membership renewals for 2013-2014 and gain one new organizational member.
- Increase conference sponsorship level to \$35,000.
- Update sponsorship brochure and review levels of giving. Work with Staff to distribute to board members to assist in securing sponsors.
- Maintain ongoing relationship with conference sponsors to steward future gifts and support.
- Establish process for identify and approaching potential iCenter sponsorships.
- Increase the number of job postings by National Companies and the number of our NAADA members and students using the iCenter.
- Increase the number of donations to the endowments and restricted funds (Legacy Fund, McSwain Endowment and Jane Longley-Cook Endowment).

4. VOLUNTEER ENGAGEMENT AND DEVELOPMENT

Purpose: To ensure active participation and service to the organization from its membership that is beneficial to NAADA and volunteers.

- Continue formalized the nominations for board and committee positions.
- Create and host an annual orientation program for new board members and track representatives. Maintain organization documentation such as SOPs, position descriptions, etc. and make available on NAADA web site.

- Create leadership succession plan to ensure continuity and vitality of organization.
- Increase engagement of member institutions in NAADA by 25 percent to 33 institutions through committees, tracks, board, and other volunteer activities.

5. RECOGNITION

Purpose: Recognize exemplary achievement that advances NAADA's mission and enhances standards and effectiveness of NAADA and its individual members.

- Monitor individual award nominations and engage board members to help solicit nominations if numbers are low or non-existent for a particular award category. Recruit nominations from more institutions.
- Create a memorable and meaningful awards program that highlights the winners and the invaluable ways they've contributed to NAADA and their institutions.
- Continue to benchmark publications and awards program with other professional organizations to ensure clarity and relevance of award categories.
- Create a publications and projects awards program that highlights the winning entries during the conference program and beyond via Web.
- Find ways to share copies of winning entries of the publications and awards with NAADA member institutions throughout the conference.
- Develop a conference-specific award that can be used to reinforce the conference theme throughout the conference and that encourages best practice recognition and sharing of NAADA members.

HIGHLIGHTS FROM 2013-14

MEMBERSHIP ENGAGEMENT

- Education Committee developed and planned track specific and broad appeal sessions for conference. The group formalized process for introductions of the track reps to the membership. The committee also brought in the Poynter Institute and leveraged the resources available through the planning committee to bring in the Wilmington Trust for sessions.
- The first track specific training course was offered as a pre-conference session called "Completing the Puzzle." There were ten speakers on a variety of topics and 11 attendees.
- 53 1st-Timers self-identified on their registration forms and were paired with Buddies for the NAADA Conference. Buddies were encouraged to contact their 1st-Timers via e-mail, and 1st-Timers were sent a quick 'Welcome to NAADA' e-mail. The orientation program was re-designed to include an intro of board members, brief 15 minute power point overview, 15 minutes of 'get to know you' time with the paired partners, and 15 minutes of 'report-outs' to small groups centered on the individual tracks.
- Student Programs Committee held a social for Student Professionals at the Conference.
- The mission and vision statements were amended at the Annual Conference through a bylaws vote.

COMMUNICATIONS

- Monthly newsletters included human interest pieces from the Board.
- The Board agreed to re-brand the organization as NAADA, rather than change the name.
- A conference communications plan was established to schedule and combine (where applicable) announcements on the conference to the membership.
- The 2012-13 Annual Report was presented to the membership at the Annual Business Meeting at the Conference.
- The NAADA iCenter was launched in June 2009 as a resource for job and internship opportunities. Since then there have been 327,237 total Visits and 229,814 job views in the system.

REVENUE AND FINANCE

- Membership Committee worked to get 100% institution renewal. Two organizations lapsed, but that was offset by two new members joining. With institutions increasing their membership level, the budget was exceeded.
- The Board worked with the Sponsorship Committee and \$37,000 was collected in sponsorships, exceeding the budget of \$35,000 by \$2,000. Alumni Societies increased their contributions with \$18,500 in 2014 compared to \$10,000 in 2013.
- Board approved the development of an Operational Fund to help pay unexpected expenses. \$22,000 was deposited into that account as part of the profit from 2012-13.
- A proposal was brought forth to develop a new fund called FIRST (Future Investment for Resource Sustainability Tomorrow). This campaign would provide a safeguard for revenue declines due to factors beyond organizational control.
- Based on the successful work of the Board, the organization will finish the 2013-14 year with about a \$15,000 surplus.

VOLUNTEER ENGAGEMENT AND DEVELOPMENT

- The formal process for soliciting volunteers and executive officers was continued. Membership approved Keith Barber as President and Jamie Lucero as Vice President at the Annual Business Meeting.
- A new Board Orientation process was implemented where the new Board Members receive information on NAADA via PowerPoint and then a more specific committee/track orientation was held individually.

RECOGNITION

- Individual Awards continued their process of having the nominator or a designee present the awards at the banquet. 8 awards were given in total.
- The submission process was moved online and the number of entries increased to 77.
- Clemson/NC State was approved as the 2016 Conference Co-Hosts.

TREASURER'S REPORT

Previous Year Profit/Loss Comparison

Year	Income	Expense	Investment (Gain/Loss)	Net Income
2014	\$169,371	\$154,305	\$1,554	\$16,620
2013	\$188,515	\$160,061	\$804	\$29,257
2012	\$164,618	\$152,100	\$5,753	\$18,271
2011	\$112,538	\$108,132	(\$239)	\$4,166
2010	\$111,896	\$110,403	\$2,783	\$4,276

2014 marks the fifth full year that NAADA has operated under the accrual method of accounting with a fiscal year of October 1-September 30. The organization continues to be financially stable due to successful conferences and close monitoring of budgets by volunteer leaders and staff. With total assets of \$145,000, NAADA has 11 months of emergency expenses which is well within the industry standard of 6-12 months.

NAADA typically approves a break-even or slightly positive budget and has been consistently able to finish the year with a surplus over the past several years. In 2013-14, the fiscal year concluded with a \$16,620 profit. The total annual expense of \$154,305 was offset by \$169,371 in total income. The Annual Conference was held at Penn State and had near-record attendance and the Sponsorship program exceeded their revenue target. At the Fall Board Meeting, a resolution was passed to use a portion of the surplus profit to create an Operational Reserve Fund to invest in activities that enhance member value. That balance is currently \$21,943. The remainder of the surplus was invested in the endowment funds.

Previous Year Balance Sheet Comparison

	2014	2013	2012	2011	2010
Assets					
Checking	\$36,109	\$45,806	\$17,751	\$13,490	\$13,941
Investments	\$105,905	\$73,627	\$72,472	\$62,349	\$62,327
Accounts Receivable	\$0	\$0	\$0	\$0	\$1,485
Prepaid Assets	\$2,046	\$175	\$152	\$970	\$0
Total Assets	\$144,060	\$119,607	\$90,375	\$76,809	\$77,753
Liabilities & Equity					
Liabilities					
Accounts Payable	\$198	\$0	\$0	\$380	\$1,365
Deferred Dues	\$8,050	\$0	\$25	\$4,350	\$8,475
Total Liabilities	\$8,248	\$0	\$25	\$4,730	\$9,840
Equity					
Retained Earnings	\$119,192	\$90,350	\$72,079	\$67,913	\$63,637
Net Income	\$16,620	\$29,257	\$18,291	\$4,166	\$4,276
Total Equity	\$135,812	\$119,607	\$90,350	\$72,079	\$67,913
Total Liabilities & Equity	\$144,060	\$119,607	\$90,375	\$76,809	\$77,753

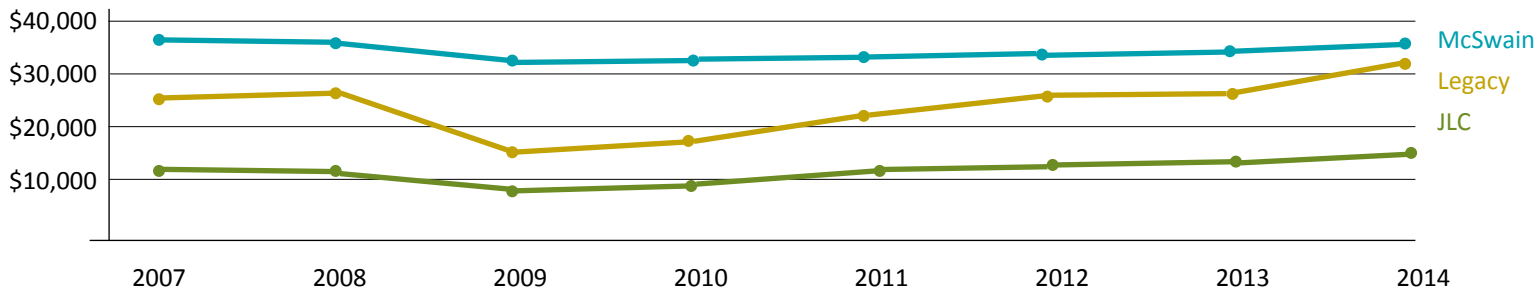
In FY 2012-13, NAADA made the decision to move the endowment and restricted funds to Wells Fargo Advisors to better manage the funds. The funds are now being invested as a lump sum to both gain additional exposure to new fund classes and reduce overall risk. While the funds are invested together, the balances are being tracked so they can be dispersed in accordance with each donor agreement.

NAADA currently has several endowment and pseudo-endowment funds that support the activities of the organization, including:

- NAADA Legacy Fund: restricted fund was established in 2004 to support NAADA's educational programs. Current Balance: \$33,887.
- Ruby C. McSwain Enhancement Endowment: established in 2001 by a \$15,000 contribution from Ruby McSwain and the North Carolina Agricultural Foundation to support the NAADA Annual Conference and Individual Awards Program. Current Balance: \$33,868.
- Jane Longley-Cook Awards Endowment: established in Jane Longley-Cook's honor with matching support from NAADA and Bob Bickford in order to recognize volunteer contributions to the organization. Current Balance: \$14,943.
- Operating Reserve: unrestricted fund established to invest surplus into programs increasing member value. Current Balance: \$21,943

Investment Fund Performance

	2007	2008	2009	2010	2011	2012	2013	2014
McSwain	\$37,640	\$37,485	\$32,154	\$32,746	\$33,044	\$33,409	\$33,851	\$35,868
Legacy	\$25,589	\$27,511	\$14,982	\$17,029	\$21,753	\$26,310	\$26,817	\$33,887
JLC	\$11,647	\$11,366	\$8,389	\$9,632	\$11,589	\$12,753	\$12,960	\$14,206



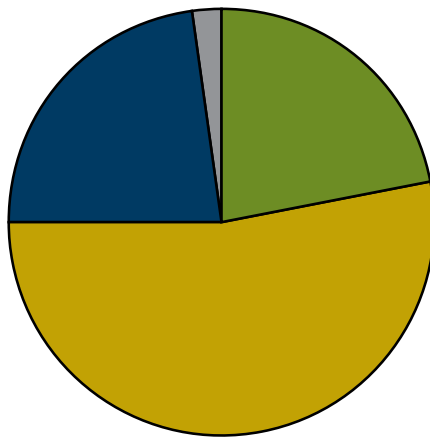
Key initiatives for 2014-15:

- grow current revenue streams to support new activities that will increase member value
- maintain adequate reserves
- increase contributions to restricted funds

Looking forward, NAADA plans to focus on increasing the awareness of current member benefits, investing in new initiatives to grow membership and continuing to control expenses.

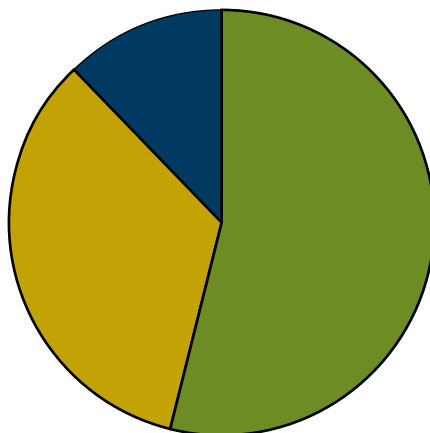
2013-14 Income

- 22% Sponsorships
- 53% Conference
- 23% Membership
- 2% Other Income



2013-14 Expenses

- 54% Conference
- 34% Management
- 12% Other Operations



NAADA 2014-15 PROGRAM PRIORITIES

1. Membership Engagement
2. Communications
3. Revenue and Finance
4. Volunteer Engagement and Development
5. Recognition

MEMBERSHIP

Membership remained strong in 2013-14. **Membership retention was 96% and one new organizational member joined NAADA.**

The following organizations are current NAADA members:

Institutional 15+ Level:

The Ohio State University
University of Minnesota

Institutional 10-14 Level:

Iowa State University
Michigan State University

North Carolina State University
Pennsylvania State University
University of Arkansas
University of Illinois
University of Tennessee

Institutional 7-9 Level:

Auburn University
Clemson University
Colorado State University
Texas A & M University
Texas Tech University
University of Georgia
University of Kentucky
University of Missouri
University of Wisconsin

Institutional 4-6 Level:

Cornell University
New Mexico State University
Oklahoma State University
Purdue University
University of Arizona
University of Florida

Institutional 1-3 Level:

Kansas State University
Louisiana State University
Mississippi State University
North Dakota State University
Oregon State University
Rutgers University
University of CA Office of the

President
University of Connecticut
University of Vermont

Organizational:

Abraham Baldwin Agricultural College
Agriculture Future of America
Alpha Gamma Rho
AmericanHort
Angus Foundation
FarmHouse Fraternity
Farm Journal Foundation

Corporate:

BASF

2014 CONFERENCE RECAP

The 2014 NAADA Annual Conference, hosted by the Penn State College of Agricultural Sciences, was held at the Nittany Lion Inn on campus in University Park, PA. The theme for the 39th annual conference was "Creativity Starts Here", a call to action for professionals across units to revisit, rekindle, and rejuvenate relationships to strengthen and move forward for a new era of higher education.



The Nittany Lion planning committee, led by co-chairs Naomi Knab and Marianne Fivek, welcomed more than 200 NAADA members

and guests to the Keystone State for a conference packed with dynamic speakers, inspiring educational sessions and exciting tours.

The conference kicked off with keynote speaker Dr. Christian Brady, Dean, Schreyer Honors College. Dr. MeeCee Baker was the featured Bob Bickford Lecture speaker. Attendees had several tour options lead by members of the alumni association:

- Arboretum and Air Quality Learning Center
- Senior Class Gift Walking Tour
- Penn State's Organic Materials Processing and Education Center
- Valentine Turfgrass Research Center
- Beaver Stadium
- Green Roof Technology

Spirit Night was held at the Russell E. Larson Agricultural Research Center at Rock Springs, home of four separate research farms comprising 2,000 acres of land as well as the location of Pennsylvania's largest outdoor agricultural exposition known as Ag Progress Days. Attendees toured the Pasto Agricultural Museum and enjoyed hay wagon rides around the Research Center.

The conference concluded with the Annual Awards Banquet. Always a perfect way to end a conference, the annual awards program recognized the following individuals:

Front Line Award

Kris Sticken, Angus Foundation

Founders Distinguished Service Award

Tina Veal, University of Illinois

Professional Achievement Award

Juli M. Fields, University of Georgia
Marianne L. Fivek, Ph.D., Penn State University

Ruby C. McSwain Outstanding Philanthropist Award

William D. and Bonnie Lou Wampler, Virginia Tech
Bill and Marsha Prestage and Family, North Carolina State University

Volunteer Service Award

Timothy D. Beard, III, Michigan State University
Dr. William K. Collins, North Carolina State University



2014 Individual Award Winners

SPONSORSHIP

The quality programming and educational opportunities that NAADA provides would not be possible without the support of the annual sponsors. NAADA would like to extend a special thank you to the 2014 sponsors:

Platinum

CHS Foundation \$7,500

Gold

Penn State Ag Alumni Society \$5,000

Silver

Penn State Alumni Association \$2,500

BASF \$2,500

Penn State Foundation/Earl Harbaugh \$2,500

Bronze

Dow AgriSciences \$1,000

Angus Foundation \$1,000

AmericanHort \$1,000

Virginia Tech CALS Alumni Board \$1,000

Bayer CropScience \$1,000

Explorations by Thor \$1,000

Texas A&M University \$1,000

Agriculture Future of America \$1,000

UK Ag & HES Alumni Assn \$1,000

Abraham Baldwin Ag College \$1,000

University of Minnesota \$1,000

NC State University CALS \$1,000

Ohio State CFAES \$1,000

Land O' Lakes \$1,000

Monsanto

University of Georgia

General

Voyageur Trips \$500

Cornell CALS \$500

Amanda Hills Water In-Kind

Total

\$37,000

MANAGEMENT PARTNERING

NAADA began partnering with Ewald Consulting for association management services in 2008. On July 1, 2014 a three year contract extension was signed that runs through June 30, 2017.

Platinum



CHS FOUNDATION

Gold



PENN STATE AG ALUMNI

Silver



Dow AgroSciences



Penn State Foundation/
Earl Harbaugh

Bronze



College of Food, Agricultural
and Natural Resource Sciences



MONSANTO



General

Cornell University



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