

4. NAAE TOTAL QUALITY MANAGEMENT (TQM) MANUAL

4.1 Communications

Communication to the NAAE membership is critical to the success of the organization. Communications are delivered to members primarily through electronic mail.

- *News and Views* - The NAAE newsletter is delivered electronically monthly to NAAE members.
- *All Member Emailings* - NAAE information is delivered electronically multiple times per to all NAAE members to provide an update of upcoming programs, activities and opportunities. At a minimum, a fall emailing will include information about the NAAE convention and a spring emailing will include information regarding award applications and information about regional meetings.

4.2 Board of Directors

The NAAE Board of Directors consists of eight voting members. The members of the board include the president, president elect, and six regional vice presidents. (Note: eligibility requirements and election procedures are outlined in Article IV of the NAAE Bylaws.) The board has two regular meetings per year (winter (or spring) and summer). The board also meets during the NAAE convention to focus on items primarily related to the convention operation.

4.2.1 Winter NAAE Board Meeting

The winter meeting will be conducted at the discretion of the NAAE board. The winter NAAE Board Meeting includes participation of the eight members of the board of directors and the NAAE staff, as appropriate.

Major components of this meeting include: board member training and responsibilities, committee meetings, approval of a proposed budget, approval of the audit, report of the investment advisor, follow-up on delegate recommendations, planning for regional/state meetings and proposal approvals.

4.2.2 Summer Board Meeting

The summer meeting will be conducted at the discretion of the NAAE board. Participation in the meeting includes the eight board members and the staff, as appropriate.

The agenda for this meeting includes committee work, convention planning, approval of national award winners, review of finances, and other items as determined by the board and staff.

4.2.3 Convention Board Meeting

The convention board meeting is conducted in conjunction with the NAAE convention and usually includes the regional secretaries. Usually held one or two days before the convention opens, the focus of the meeting regards details of the upcoming convention activities.

4.3 Committee Structure

The NAAE Board of Directors has seven standing committees as follows:

NAAE Committees and Their Respective Missions

- **Finance** – The mission of the Finance Committee is to ensure that the NAAE has an accountable monetary policy and a stable financial future.
- **Marketing** – The Marketing Committee will identify proactive strategies to be used to effectively communicate to the public, agricultural education professionals and NAAE members about the role, benefits and value of the NAAE organization and agricultural education.
- **Member Services** – The goals and objectives of the Members Services committee are to promote valuable programs and services that promote research, management, and curriculum for members in their service areas.
- **Policy and Bylaws** – This committee will strive to keep the policies and bylaws current and timely for our organization and membership. The committee will keep in mind fairness and ethical treatment to all members and associations.
- **Professional Growth** – The committee will be engaged in defining model professional standards, publishing and promoting these standards, attracting and engaging diverse individuals in professional activities, and recruiting, educating, supporting, and providing transition services for new educators.
- **Public Policy** – The goals and objectives of the Public Policy Committee is to identify key public policy issues at the National level and suggest ways for the NAAE to more effectively advocate for issues related to and having influence on agricultural education.
- **Strategic Planning** – The goals and objectives of the Strategic Planning Committee are to review and revise the strategic plan and to set the direction of NAAE covering the profession, its mission, and the organization.

Functions of the Committees – The seven committees, consisting of volunteer NAAE members, are designed to gather grassroots input on existing NAAE initiatives and new potential NAAE initiatives and to report that input to the NAAE board of directors. The committees may make recommendations to the NAAE board of directors, who have been elected by NAAE members to be the governing body of the NAAE. The NAAE board of directors will act on the recommendations of the committees. One member of the NAAE board of directors, serving as the board consultant to the full committee, will serve as the chair of the respective board committee.

Communities of Practice Committee Spaces – Each committee has dedicated space on NAAE Communities of Practice. Committee spaces are highlighted on the home page of Communities of Practice at <http://communities.naae.org/welcome>. These spaces will be the repository of information related to the committees. Committee members should select “Receive email notifications” on their respective committee space to receive email notifications each time something new is posted to the committee space.

Committee Membership – Each of the six NAAE regions will have three members on each committee ... so 18 members total per committee. Each committee member will serve a three-year term of service on the committee. One new committee member from each region will be elected to each committee each year. This rotation will allow for continuity in committee membership and ensure that each region will always be represented by new and experienced committee members. The term of service of committee members will begin when they are elected to committee membership during the winter virtual committee meeting and end three years following during the winter virtual committee meeting when their replacements are elected.

Election of New Committee Members – NAAE members who are interested in serving on a committee will submit an electronic application as per the instructions on the respective committee page on NAAE Communities of Practice. Current committee members will elect the new committee members.

Committee Leadership – The committee secretary and the committee chair will be elected by the committee from among the 18 members of the committee. The committee secretary and committee chair will serve one year terms in their respective positions. The committee secretary has a vote; therefore, the secretary’s region is fully represented.

The committee chair has the power to vote to create a tie or break a tie; therefore, the chair's region is fully represented. The secretary and chair should be elected from among the committee members who have already served as least one year on the committee. The term of service of committee leaders will begin when they are elected to their respective committee leadership position during the winter virtual committee meeting and end one year following during the winter virtual committee meeting when their replacements are elected.

Committee Meetings – There will be at least two virtual committee meetings per year. Virtual committee meetings will be conducted by webinar and/or conference call. Conducting committee meetings virtually will allow members to participate on committees without having to commit to travel to face-to-face meetings. Additional virtual committee meetings may be called at the discretion of the committee leaders and members. Committees will also meet at regional NAAE meetings and at the annual NAAE convention. However, it is the intent of the new committee process that formal committee business be conducted during the virtual meetings. This is to support the feeling that committee members should not be required to have the expense of attending face-to-face meetings. The 18 members of the full committees are encouraged, but not required, to attend their regional NAAE meetings and the annual NAAE convention.

Annual Schedule of Committee Meetings – The ideal schedule of committee meetings is as follows.

Winter Virtual Committee Meetings – These meetings will be conducted after the annual NAAE convention and, ideally, prior to the end of January. The purpose of these meetings is to continue old business of the committee, introduce new business of the committee, elect one new committee member from each region, elect the new committee secretary, and elect the new committee chair.

Winter/Spring Board Committee Meeting – The NAAE board of directors will meet late winter or early spring. The board of directors will conduct board committee meetings with the board consultant to each committee serving as chair of the respective board committee. (For example, the board consultant to the Strategic Planning Committee will serve as chair of the Board Strategic Planning Committee.) Full committee chairs will be invited to participate in the board committee meetings via conference call or webinar. The board committee will review current recommendations of the full committee and make decisions on the recommendations. The board's decision on a committee recommendation may include: 1) accept committee recommendation as is; 2) accept committee recommendation with modifications; 3) refer recommendation back to committee for further deliberation or clarification; or 4) reject the recommendation with justification.

Regional Committee Meetings – Committees will meet during the regional NAAE meetings. The members of the full committees are encouraged, but not required, to attend the regional committee meetings. The committee members at the regional level will consist of a committee chair, committee secretary, and one at large member per state. Recommendations from the regional committee meetings will be compiled and reviewed by the NAAE board of directors during the summer NAAE board committee meetings. The committee meetings during the regional meetings will be prime times to recruit new full committee members.

Summer NAAE Board Committee Meeting – The NAAE board of directors will meet in the summer following the regional NAAE meetings. The board committee meetings will be conducted the same as described above in the "Winter/Spring Board Committee Meeting" section. Recommendations from the regional committee meetings will be compiled and reviewed by the NAAE board of directors during these board committee meetings. As stated above, full committee chairs will be invited to participate in the board committee meetings via conference call or webinar.

Summer Virtual Committee Meetings – These meetings will be conducted after the summer NAAE board meeting and before the annual NAAE convention. The purpose of this meeting is to continue old business of the committee, introduce new business of the committee, and make any preparations needed to prepare committee reports to be presented to the delegates at the NAAE business session during the NAAE convention.

NAAE Convention Committee Meetings – Committees will have one-hour committee sessions during the annual NAAE convention. The members of the full committees are encouraged, but not required, to attend the committee

meetings during the NAAE convention. The activities and initiatives of the committees during the previous year will be reported during these meetings and a report from the committees will be presented to the delegates during the annual NAAE business session. The committee meetings during convention will be prime times to recruit new full committee members.

Additional Virtual Committee Meetings – Additional virtual committee meetings may be called at any time at the discretion of the committee leaders and members.

Quorum for Committee Meetings – A quorum for conducting official business during any committee meeting is 50 percent of the current elected committee members OR one member from each NAAE region.

Duties of Committee Chair – The committee chair will conduct the two (or more, if needed) virtual committee meetings, conduct the committee session during the annual NAAE convention, and present the committee report at the business session during the NAAE convention. Since the chair is expected to attend the NAAE convention, after the convention, NAAE will reimburse the chair's NAAE convention registration fee at the early-bird registration rate. The committee chair will be responsible for selecting the dates and times of virtual committee meetings, planning the agenda for all committee meetings, and ensuring that committee members are well informed and prepared to participate in all committee meetings. The committee chair, with assistance from the committee secretary, board consultant, and staff consultant, will be responsible for communications with committee members regarding committee meeting schedules, agendas, and preparations needed for the committee meetings.

Duties of Committee Secretary – The committee secretary will prepare the minutes of the two (or more, if needed) virtual committee meetings and the committee session during the annual NAAE convention. Since the secretary is expected to attend the NAAE convention, after the convention, NAAE will reimburse the secretary's NAAE convention registration fee at the early-bird registration rate. The secretary will assist the chair in communicating with committee members regarding committee meeting schedules, agendas, and preparations needed for the committee meetings.

Duties of Committee Board Consultant – The board consultant is expected to be knowledgeable in regards to the ongoing initiatives of the committee. The board consultant is not a voting member of the full committee. Rather, the board consultant is a resource person to the full committee to help the committee stay focused and on-track with its deliberations and initiatives.

Duties of Committee Staff Consultant – The staff consultant is expected to be knowledgeable in regards to the ongoing initiatives of the committee. The staff consultant is not a voting member of the full committee. Rather, the staff consultant is a resource person to the full committee to help the committee stay focused and on-track with its deliberations and initiatives. The staff consultant will have institutional knowledge of the committee's former and current initiatives. The staff consultant will also assist with logistics for committee meetings and initiatives, including setting up virtual meetings and keeping the committee space on NAAE Communities of Practice current.

Duties of Committee Members – Committee members will participate in virtual committee meetings and engage actively in the committee's activities and initiatives. Committee members are elected to committee service by the current committee members; therefore, they are not to send a replacement committee member to vote for them if they are not able to participate in a committee meeting. Nonvoting committee members are welcome to participate in committee meetings on behalf of themselves or on behalf of an absent committee member.

4.3.1 Memorandums of Understanding for Committee Members, Committee Chair and Committee Secretaries

NAAE committee member candidates, chair candidates, and secretary candidates are required to complete and submit to the NAAE office a Memorandum of Understanding (MOU) no later than December 31 of the year before they plan to be a candidate for said position. A copy of the MOU is included on the following two pages of this handbook.

Memorandum of Understanding NAAE Committee Service (Chair, Secretary, or Member)

The National Association of Agricultural Educators (NAAE) is a professional organization for agricultural educators at all levels of instruction and leadership. Membership includes classroom teachers at elementary, middle, secondary and postsecondary levels of instruction, teacher educators of agricultural education, state-wide coordinators/supervisors of agricultural education, and college/university students who are preparing to become agricultural educators. Priorities include agricultural education program development and improvement, governmental relations and federal legislation, professional/agriculture/agribusiness relations and member service/recognition.

The NAAE is governed by an elected Board of Directors consisting of a president, president elect, and six regional vice presidents. The business of the NAAE is conducted through a committee process consisting of seven standing committees; finance, marketing, member services, policy and bylaws, professional growth, public policy, and strategic planning. Voting members of each committee consist of three members from each of the six NAAE regions. Committee chairs and secretaries are elected from and by the voting members of each standing committee. The board consultant and staff consultant are non-voting members of the committees.

Serving as a NAAE committee member, secretary, or chair requires the understanding, support, cooperation and commitment of the committee members' local administration. Service as a NAAE committee member, secretary, or chair requires some time away from local duties to represent the interests of agricultural educators at the national level. Committee representation includes participating in at least two virtual (web-based) committee meetings per year. Committee chairs and secretaries are required to attend the annual NAAE convention; complimentary convention registration fees, at the early-bird advance registration rate, will be provided for committee chairs and secretaries. All committee members and leaders are responsible for registering themselves for the NAAE convention. Following the convention, committee chairs and secretaries must complete a voucher, including the convention registration receipt, to be reimbursed for their registration fee. Only committee chairs and secretaries that travel to the convention and perform the duties that are associated with their committee will be reimbursed. Committee members are encouraged to attend the annual NAAE convention. Committee members, secretaries, and chairs are encouraged to attend their respective regional NAAE meetings.

Duties and Responsibilities of NAAE Committee Chair

1. The committee chair will participate in conference calls with the NAAE board of directors for board committee meetings and reports during the NAAE board of directors meetings in winter (usually February or March) and summer (usually September). The board consultant, staff consultant, or NAAE president-elect will contact the committee chair with specific information on these conference call meetings.
2. Schedule, plan, and conduct at least two virtual (web-based) committee meetings per year with the full committee consisting of three committee members per NAAE region. The board and staff consultant will assist. One virtual committee meeting will be held between the annual NAAE convention and ideally by the end of January, and the second virtual committee meeting will be held between the summer NAAE board meeting and the NAAE convention. Official committee business will be conducted during these virtual (web-based) committee meetings. All NAAE members are welcome to participate in discussion during these virtual committee meetings; the three committee members per NAAE region will cast votes on committee business.
3. Plan and conduct a full committee meeting during the annual NAAE convention. Provide copies of the agenda and any supporting documents for committee members and additional NAAE members who may be in attendance. All NAAE members are welcome to participate in discussion during this committee meeting; if official votes on committee business need to be taken during this meeting, only the three official committee members per NAAE region will be allowed to cast votes.

4. Present a full committee report during the business session at the annual NAAE convention.
5. The term of service for a committee chair will be one year beginning at the virtual committee meeting between the NAAE convention and ideally by the end of January.

Duties and Responsibilities of NAAE Committee Secretary

1. The committee secretary will keep a record of full committee business and prepare committee reports from the virtual (web-based) committee meetings held during the year and the meeting during the NAAE convention.
2. The term of service for a committee secretary will be one year beginning at the virtual committee meeting between the NAAE convention and ideally by the end of January.

Duties and Responsibilities of NAAE Committee Members

1. Participate in at least two virtual (web-based) committee meetings per year with the full committee consisting of three committee members per NAAE region. One virtual committee meeting will be held between the annual NAAE convention and ideally by the end of January and the second virtual committee meeting will be held between the summer NAAE board meeting and the NAAE convention. Official committee business will be conducted during these virtual (web-based) committee meetings. All NAAE members are welcome to participate in discussion during these virtual committee meetings; the three committee members per NAAE region will cast votes on committee business.
2. Committee members are encouraged, but not required, to participate in the committee meetings during the NAAE convention. To the extent possible, official committee business will be conducted during the virtual (web-based) committee meetings.
3. The term of service for a committee member will be three years beginning at the virtual committee meeting between the NAAE convention and ideally by the end of January.

Serving as a NAAE committee chair, secretary, or member is more than an "honor." It requires leadership, representation and commitment. It gives the local educational institution and community visibility nationwide and enhances the opportunity for professional growth for the local educator, educational institution, and the community.

We, the undersigned, have read this Memorandum of Understanding and we pledge our cooperation during the term of service.

Name of Candidate	Signature of Candidate	Date

NAAE Committee	Position Candidate is Seeking (chair, secretary, member)

Approved: _____

Signature of Local Administrator (principal, dept. head, etc.)	Title	Date	

Received: _____

NAAE Executive Director	Date

Prospective NAAE committee members and leaders are required to complete the Memorandum of Understanding and submit it to the NAAE office no later than December 31st.

On any matter that comes before the NAAE board of directors through the committee process, the board may take one of four positions as follows:

1. The board may implement the item exactly as it was recommended.
2. The board may implement the item with some modifications.
3. The board may refer the item to a standing committee at the next NAAE convention.
4. The board may reject the item with full explanation as to why.

It is suggested that action items be brought to the committees from regional representatives on the attached form entitled "Standing Committees Agenda Items Proposal Format." The NAAE board of directors encourages all committee chairs, vice chairs, consultants and members to use this form during committee work.

Further, the NAAE board of directors encourages committees to focus on broad policies that affect NAAE rather than on day-to-day operational matters. Committees and the board of directors should concentrate on providing leadership and a vision for the overall organization. The day-to-day detail of managing the business of the organization is a function of the NAAE professional staff.

4.4 Delegate Process

The purpose of the NAAE delegate process is two-fold. First, a system is needed that will provide a structure for the membership to surface and address issues of concern to agriculture teachers. Second, a system is needed to give the board of directors a means of disseminating information regarding issues about which they needed grassroots input.

The process is based on the seven standing committees that are operational at the regional conferences, national convention and board of directors meetings. (Refer to the NAAE operating policies and the Total Quality Management Manual for more information on the standing committees.) States have the flexibility of utilizing this structure or may incorporate this system in their existing structure.

A final, yet vital component of the delegate process is the feedback loop to the membership. Feedback on the delegate action should be distributed by the regional vice presidents at the regional conferences and through various communications channels such as newsletters and other member communications.

4.4 NAAE Convention

The NAAE convention is conducted as the annual meeting of the association. This is the national meeting for NAAE; it is a forum for addressing national issues, recognizing excellence in the profession, and providing professional development opportunities for agriculture teachers.

The convention operation requires a full year of planning that begins immediately following the convention. The NAAE board and staff focus on critical issues such as convention planning, the hotel site and rates, meeting facilities and catering, workshops, general sessions, committee and regional meetings, and the trade show.

4.5 FFA Foundation Projects

The National FFA Foundation serves as a fund raising source for the NAAE. The NAAE does not do all of its fund raising through the National FFA Foundation; however, it is a major source of fund raising. NAAE acknowledges that it cannot function as an effective national organization without the financial support of the National FFA Foundation. Through the Foundation, NAAE is able to develop connections with many corporate funding sources.

It is the responsibility of the NAAE staff to provide management for sponsored programs, follow Foundation policies regarding project management, and remain within budget (any budget overruns are absorbed by NAAE).

NAAE initiatives funded as special projects of the National FFA Foundation are included in the NAAE Annual Report on the NAAE website.

4.6 National FFA Convention

The National FFA Convention offers the NAAE an excellent opportunity to promote the organization and gather feedback from agriculture teachers. A major portion of the NAAE marketing budget is expended on FFA convention activities because of the high concentration of NAAE members, non-members, potential agriculture teachers, teacher educators, state staff and national agricultural education leaders.

Key focus areas for the NAAE at the National FFA Convention usually include making a presentation at and participating in the NASAE meeting, exhibiting at the Agricultural Career Show, participating in the collegiate agricultural education conference, and participating in a convention general session to recognize NAAE award recipients. (NAAE usually makes a presentation at the collegiate awards luncheon and sponsors a meal function for the college students.)

4.7 Qualifications of Candidates for a National Officer

Qualifications and duties of a national officer are given in the hope that such information might be helpful to those giving consideration to becoming a NAAE officer. The qualifications and duties listed are those for a vice president.

4.7.1 Qualifications of a Candidate

1. Should have served as an officer of the state association, preferably as president, and have a minimum of seven years of successful experience as a teacher of agriculture or some taxonomy of agriculture.
2. Should be from a strong state association as demonstrated by having:
 - a. A high percentage of teachers as members of NAAE and the other professional organizations.
 - b. A full quota of delegates at national conventions and summer leadership conferences.
 - c. A strong publicity and public relations program.
 - d. A well-planned and conducted program of activities.
3. Should have attended at least three national conventions and four regional leadership conferences.
4. Should have time, assistance and facilities (note: this should include access to a direct business telephone line, a computer, and a fax machine) available to adequately perform all duties and responsibilities of the office.
5. Should be willing to make personal sacrifices in the interest of the organization.
6. Should have a record of promptness in handling association affairs.
7. Should have vision and be able and willing to think and act in the best interests of the national organization.

8. Should have the approval of the school administrators and be sure they understand the responsibilities of the office as well as the time required to perform those duties. Election as a vice president gives one at least a chance of becoming president. Since the president serves on the board for one year as president elect, it is possible that being elected vice president would result in five years of national service.

4.7.2 Time Commitment of a National Officer

1. Attend annual NAAE convention and meetings of the board of directors. Conduct a regional meeting during the national convention. (Approximately 12-15 days.)
2. Conduct an annual regional leadership conference. (Minimum of two days a year.)
3. Visit each of the state associations in that region at least once during the term of office. (Range of 2-10 days a year.)
4. Represent the NAAE at other meetings, as requested. (Range of 5-10 days a year.)
5. Publish monthly updates to state officers and agricultural education leaders in your region.
6. Carry on regular correspondence with the NAAE office, NAAE Board, etc.
7. Send regular updates to state leaders.

4.7.3 Memorandum of Understanding Between National Officer Candidates and Their School Administrators

National officer candidates are required to complete the Memorandum of Understanding and submit it to the NAAE office before September 15th in order to run for office. A copy of the form is included on a following page.

4.7.4 Approximate Travel Commitments for NAAE Board Members

<u>Date</u>	<u>Week Days</u>	<u>Weekend Days</u>	<u>Total Days</u>
February			
National Ag Ed Inservice (optional)	2	1	3
March			
NAAE Board Meeting	1	2	3
ACTE National Policy Seminar (optional)	3		3
June			
NAAE Regional Meeting (this varies by region)	2	1	3
State Association Meetings (this varies by region)	2	1	3
July			
State Association Meetings (this varies by region)	2	1	3
August			
State Association Meetings (this varies by region)	2	1	3
September			
NAAE Board Meeting	1	2	3
October			
National FFA Convention (this is not unique to NAAE board members – many ag teachers attend – NAAE does not reimburse travel costs for this event)	4	2	6
November/December			
NAAE Convention	5	2	7
Totals	27	13	40

Notes:

A good deal of the travel occurs in summer months when school is not in session.

The president and president elect may have additional meetings to attend during the year. Every effort is made to minimize the amount of time away from regular responsibilities as an agricultural educator.

MEMORANDUM OF UNDERSTANDING

The National Association of Agricultural Educators (NAAE) is a professional organization for agricultural educators at all levels of instruction and leadership. Membership includes classroom teachers at elementary, intermediate, secondary and postsecondary levels of instruction, teacher educators of agricultural education and state supervisors of agricultural education. Priorities include agricultural education program development and improvement, governmental relations and federal legislation, professional/agriculture/agribusiness relations and member service/recognition.

The NAAE is governed by an elected Board of Directors. The six Vice Presidents are elected for three year terms by delegates attending their respective region meetings during the national convention. The six Secretaries are elected for a one-year term by delegates attending their respective region meeting during the national convention. It is likely the vice president will become a candidate for President and the secretary will become a candidate for Vice-President. The President and President Elect are elected for one year terms by delegates attending the annual association business meeting at the national convention. Candidates for President and President Elect must have served on the Board of Directors within the past four years.

Serving on the NAAE Board of Directors requires the understanding, support, cooperation and commitment of the school administration, Board of Education, parents, students and the community. Service as an officer of the NAAE requires time away from the school and community to represent the interests of agricultural educators at the national level. Representation includes attending meetings specified in the NAAE operating policies, attendance at meetings determined by tenure on the Board of Directors and at special professional meetings which are called unexpectedly. The NAAE will pay costs incurred for those meetings in accordance with their operating policies. The local school district will pay costs of the substitute teacher(s) whenever the representative is from that school district. The NAAE will strive to keep time away from task at a minimum by scheduling travel and meetings on Saturdays and Sundays whenever possible and scheduling meetings in June, July and August whenever feasible.

Serving as a national officer is more than an "honor." It requires leadership, representation and commitment. It gives the local school and community visibility nationwide and enhances the opportunity for professional growth for the local teacher, agricultural education department, school and the community. We have read this Memorandum of Understanding, support the concept and pledge our cooperation during the term of office of:

Name of Candidate	Signature of Candidate	NAAE Office Candidate is Seeking
Approved: _____	_____	_____
Principal/Site Administrator		Date
Approved: _____	_____	_____
Superintendent/Chief Administrator		Date
Approved: _____	_____	_____
Chair, Board of Education		Date
Received: _____	_____	_____
NAAE Executive Director		Date

National officer and regional secretary candidates are required to complete the Memorandum of Understanding and submit it to the NAAE office no later than September 15th.

4.8 Leadership and Personnel

The NAAE Board of Directors has established a performance appraisal process for its staff and board. That process is outlined in the operating policies. The primary purpose for the performance appraisal process is to assist individuals in strengthening their performance in support of the NAAE mission and goals.

The executive director should have a formal performance appraisal each year (winter board meeting) conducted by the board. The NAAE president will provide the leadership for this activity. At the discretion of the board, feedback may be gathered from the board, regional secretaries, agricultural education leadership, and others in assessing the performance of the executive director. The NAAE executive director provides significant leadership for agricultural education at-large; the input of a large pool of the profession can be valuable.

The NAAE staff are evaluated by the executive director. It is recommended that this activity be an opportunity to evaluate performance, solicit input for improving NAAE operations and developing long-term personal growth plans for the staff members.

4.9 NAAE Staff Position Descriptions

Position descriptions for NAAE staff are maintained by the executive director in the NAAE office.

4.10 NAAE Officer Position Descriptions

4.10.1 Board of Directors

The function of the Board of Directors is to establish and review major policies and plans of the association. Board members have specific legal and fiscal responsibilities to members of the association. Board members working in cooperation with fellow board members, the chief association executive and the membership are more successful when they work together. However, human beings don't work together automatically. To reach their common objectives, members need the coordination force of leadership.

Persons elected to a position on the Board of Directors, face the challenge of representing all members. The Board of Directors' decisions are group decisions. These actions are a composite of the background, experience, knowledge and thinking of its collective membership. Directors may choose to differ on issues but should be supportive of final decisions.

While the Board of Directors possess the responsibility of managing the affairs of the business, this is not to be interpreted as meaning they should manage the day-to-day operations of the organization. Day-to-day management is the responsibility of an administrator who is accountable for decisions and performance. The role of the NAAE Executive Director is challenging and complex. This individual has the responsibility of mastering the uniqueness of the organization and responding to the members as represented through their elected Board of Directors.

There is a fine, thin line between directors and administrators. The line separates the roles, responsibilities, authorities and functions of the Board from those of the Executive Director.

There are several tasks that directors perform:

1. Represent interests of the members and potential members.
2. Insure compliance with laws, operating policies and Bylaws.
3. Recognize separation of administrator and board responsibility.
4. Establish objectives and provide direction.
5. Provide for financial requirements and safeguard the assets of the organization.
6. Insure the extension of services to members.

7. Monitor operating performance.
8. Organize, coordinate and evaluate board activities.

In addition to specific tasks to be performed, directors are to display certain traits. Each director should be willing to:

1. Be a loyal believer, supporter, and member of the organization.
2. Be a good ambassador in relating the organization to the membership.
3. Be willing and able to devote the necessary time to the responsibility.
4. Be willing to take an active part in board meetings, express opinions freely, and be willing to abide by and support majority decisions.
5. Be broad-minded and qualified to make decisions in the over-all interest of the organization.
6. Be positive, tactful, and cognizant of influence on the attitudes of the organizations staff members.
7. Be knowledgeable of the organization, its character and its Bylaws.
8. Possess an awareness of both the business and social environment in which the organization operates.

Tasks or traits are easy to cite and explain. Often overlooked are the unspoken expectations directors have of administrators and administrators have of directors. The expectations, once honestly revealed, can do a lot to facilitate communication and, what is more important, collaboration between directors and administrators. The following is a summary of the expectations that administrators typically have for directors:

1. Project a good image of the organization.
2. Be good business people.
3. Recognize and respect the line between the administrator's role and director's role.
4. Remove themselves from employee problems.
5. Have a positive attitude toward agriculture and agricultural education.
6. Be willing to self-evaluate themselves on a regular basis.
7. Expect excellence from administrator but not perfection.
8. Be on time for meetings, participate conscientiously, stick to the agenda, and possess the courage to present a minority opinion.
9. Objectively evaluate the administrator's performance.
10. Conscientiously establish a working relationship with administrator.
11. Represent membership.
12. Set direction but allow administrator to get job done.
13. Ask questions of the administrator; be candid and open.
14. Possess a sense of responsibility and an attitude of progress.
15. Recognize people the administrator hires but allow administrator to manage them.
16. Accept risk taking as normal operating procedure.
17. Be a leader.
18. Present clear instructions as a board, not as individuals. Shape and approve policy.
19. Measure and award performance.
20. Be optimistic.
21. Recognize own strengths as well as weaknesses.
22. Be concerned about concepts, not specifics.
23. Remain objective, although board decision may not be in agreement with an individual's thoughts or position.

The following is a summary of the expectations that directors typically have for administrators:

1. Be alert to and prepared for changes
2. Recognize obsolete or inefficient procedures
3. Be trustworthy
4. Recognize individual weaknesses and the organization's weaknesses
5. Understand and know the organization and the profession
6. Be able to recognize problems and deal with them

7. Keep board informed of pending problems
8. Provide and maintain adequate facilities
9. Develop team approach with board and staff
10. Establish goals
11. Be flexible
12. Keep interest of members in mind
13. Provide agenda for meeting
14. Supply meaningful reports
15. Build image of a prosperous business
16. Be imaginative
17. Present both sides of an issue which requires board consideration
18. Prepare and administer a sound budget
19. Delegate responsibility effectively
20. Communicate openly between administrator and board
21. Be well prepared for board meetings
22. Accomplish objectives through people
23. Develop a good program
24. Maintain a positive attitude toward the future of agriculture and agricultural education

4.10.2 President

1. Preside at all regular and special meetings of the Board of Directors.
2. Preside at all general sessions and special meetings and functions during the annual convention unless otherwise determined by the Board of Directors.
3. Appoint NAAE *ad hoc* committee representation.
4. Serve as an ex-officio, non-voting member of all NAAE committees.
5. Serve as a consultant to the National FFA Board of Directors.
6. Attend the ACTE National Policy Seminar, when possible.
7. Serve on all administrative committees for agricultural education as stipulated by the ACTE.
8. Represent the NAAE at Regional Leadership Conferences, national meetings of government, industry, and agribusiness and other meetings as set forth in the operating policies or deemed necessary by the executive committee.
9. Respond to communications from the national office, NAAE officers, and other correspondence.
10. Keep the NAAE members and the Board of Directors properly informed about organization activities.
11. Help coordinate the work of the NAAE. Delegate authority and encourage officers to carry out their responsibilities.
12. Provide leadership on the national and state levels.
13. Be informed about the total scope of the NAAE leadership and service. Be familiar with the NAAE Bylaws and the current operating policies.
14. Complete and submit all reports requested via operating policies, Board of Directors and/or the national office.
15. Prepare and upload *News & Views* update by the 10th of the following months: December, January, March, May, July, September, and November.

4.10.3 President Elect

1. Assist the President and Executive Director during the national convention and on special assignments as determined by the Board of Directors and/or executive committee.
2. Be informed about the total scope of NAAE leadership and service. Be familiar with the NAAE Bylaws and current operating policies.
3. Coordinate the review, revision and presentation of the NAAE Leadership Handbook with objectives and action steps to the Board of Directors for discussion, input and approval at Board of Directors meetings.
4. Represent the Board of Directors meetings designated by the President and/or the Executive Committee.

5. Serve as a consultant to the National FFA Board of Directors.
6. Provide leadership on special matters and serve the NAAE on committees as designated by the President and/or executive committee.
7. Attend all regular and special meetings of the Board of Directors and the annual national convention.
8. Complete and submit reports requested via operating policies, the Board of Directors and/or the national office promptly.
9. Prepare and upload *News & Views* update by the 10th of the following months: February, April, June, August, and October.

4.10.4 Past President

1. Assist the NAAE president with the annual evaluation of the executive director.

4.10.5 Regional Vice President

1. Every vice president has a chance to become NAAE President. Each should be familiar with the responsibilities of the President and capable of performing those duties.
2. Be informed about the total scope of NAAE leadership and service. Be familiar with the NAAE Bylaws and current operating policies.
3. Preside at all general sessions and special functions during Regional Leadership Conference and Regional meetings at the national convention.
4. Serve on NAAE committees and other committees as appointed by the President.
5. Serve as chair of a NAAE board of directors standing committee, during NAAE board of directors meetings, as appointed by the President.
6. Serve as board consultant to a NAAE full standing committee, during the annual convention, as appointed by the President.
7. Coordinate Regional work for the NAAE. Keep all members in the Region informed on important matters.
8. Attend all regular and special meetings of the Board of Directors and the annual national convention.
9. Communicate regularly with state leaders within the respective NAAE region.
10. Represent the state associations in the Region on the Board of Directors.
11. Plan to visit each state association in the Region at least once during a three-year term of office.
12. Appoint all committees for the Region. Serve as an ex-officio, non-voting member of all Regional committees.
13. Third year vice presidents serve on the NAAE Executive Committee.
14. Complete and submit reports as required/requested via operating policies, Board of Directors and/or the executive director.

4.10.6 Regional Secretaries

1. There is always a possibility regional secretaries will succeed to the vice presidency. They should be familiar with all the responsibilities of that office and able to perform those duties whenever necessary.
2. Attend all regular and special regional meetings during the regional leadership conference and the national convention.
3. Serve as the recording secretary at all regional business meetings during the leadership conference and the national convention.
 - a. The minutes should show the kind of meeting (regular or special), date and place of the meeting, who presided, and action taken on previous minutes.
 - b. The purpose of the meeting is to report action taken on items of business, not to record all conversation and/or discussion.
 - c. Record the name of the person introducing the motion, the person who seconded the motion, the complete wording and disposition of the motion, including all amendments.
 - d. When counting a vote, record the number voting on each side.

4. Represent the Vice President at regional committee meetings whenever requested to do so.
5. Serve on NAAE committees as requested.
6. Assist the NAAE office staff and the Regional Vice President at the national convention as requested.
 - a. Registration of delegates, members, and guests.
 - b. Assist the Executive Director in setting up meeting rooms.
 - c. Serve as recording secretary at the region business meetings.
7. Additional responsibilities may be assigned to the regional secretary by the regional vice president. Those responsibilities may include but will not be limited to:
 - a. Writing letters of appreciation at the appropriate time.
 - b. Promoting the NAAE and agribusiness sponsored award programs.
 - d. Taking the roll of those attending regional meetings.

4.11 Regional Vice Presidents' Guide to Regional Leadership Conferences

4.11.1 Leadership Conference Planning Time Schedule

1. At national convention preceding the regional conference:
 - a. Select host state site and set dates for regional conference three years in advance. Also report the state site details, selected dates and state person assigned as the function coordinator.
 - b. Orient the regional secretary of responsibilities.
 - c. Plan for attendance and participation.
2. Interim period between convention and leadership conference:
 - a. Prepare two agendas - one for the orientation session, one for the business session.
 - b. Include copy of agenda with January or April regional information memorandum depending on which is most appropriate considering your Regional Conference Dates.
 - c. Advise host state of meeting room, equipment and other requirement, including registration, meal functions, etc. Meeting rooms are normally provided free of charge by the motel or hotel providing delegates stay and/or eat at the facility. If not, charge should be absorbed by a registration fee.
 - d. Ask delegates to make reservations six weeks or more prior to the conference.
 - e. Send letter to head state supervisors and head teacher educators inviting them and members of their staff to attend and participate.
 - f. Secure needed supplies from the National Office by requesting and filing the NAAE supply order form.
 - g. Keep state officers informed of plans and developments monthly.
 - h. Consult with the NAAE President and/or Executive Director concerning their participation in the conference.

4.11.2 Establishing Location and Date

1. Follow a rotation plan in establishing location.
2. Hold conference prior to July 1.
3. The conference should be at least two but not more than three days in length.
4. Time must be arranged for the vice president to hold an orientation session with the state officers.
5. A day must be scheduled for a general business meeting of the Region.
6. Planning of additional activities and functions is critical to the success of the conference (especially activities for spouses and children).

4.11.3 Host State Responsibilities

1. The host state should make all arrangements for site and facilities for the Leadership Conference, handle registration and be responsible for arranging for special functions and activities approved by the vice president.
 - a. Arrange for conference facilities including meeting rooms, meal functions and lodging.
 - b. If a meal function is planned, arrange for dining facilities, financing, menu, and program.
 - c. Organize and supervise conference registration.
 - d. Make arrangements for refreshment break between sessions.
 - e. Provide for meeting room equipment such as public address system, projection screen, audio visual projectors, etc.
 - f. Coordinate all planning through the Regional Vice President.

4.11.4 Specific Responsibilities of NAAE Officers at Regional Conferences

1. The region vice president is responsible for organizing and conducting all meetings and functions related to the leadership conference.
2. The region vice president should provide for selection of the regional award recipients for Outstanding Service Citation, Outstanding Cooperation Award, and Lifetime Achievement Award. It is suggested that region vice presidents encourage and provide for state association presidents to complete the NAAE Professional State Association Award application.
3. The regional secretary should be responsible for taking minutes. Minutes must be reviewed and approved by the vice president before being sent to the National Office for printing and distribution. The attendance roster should be a part of the minutes.
4. Time must be provided on the agenda for the NAAE President, President Elect and/or Executive Director to bring delegates up-to-date on activities and the general situation on the national scene.
5. The NAAE President, President Elect and/or Executive Director should be available during the business sessions to serve as a resource person for the meeting.

4.11.5 Suggestions for the Regional Leadership Conference Agenda

1. Leadership Session
 - a. Review Organization and structure of NAAE.
 - b. Review NAAE Leadership Handbook.
 - c. Review Reports/materials needed by vice president and/or national office:
 - (1) Newly elected officers
 - (2) State association program of activities reports
 - (3) Membership dues/lists
 - (4) State conference dates
 - (5) State association newsletters
 - d. NAAE Awards Programs:
 - (1) Ideas Unlimited Award
 - (2) Outstanding Service Citation Awards
 - (3) Outstanding Cooperation Awards
 - (4) Lifetime Achievement Award
 - e. State and National Membership Development Report
 - f. Orientation of New State Officers
 - g. State Reports on State Commission or Council for Agricultural Education and Literacy (if such an organization exists in the state)

h. Materials and Supplies Available from the NAAE National Office

- (1) Handbooks and Guidelines
 - (a) National Leadership Handbook
 - (b) State and National Officer Directory
 - (c) Guidelines for Leadership & Service
 - (d) Involvement in State Legislation
- (2) Professional Promotions and Information
 - (a) NAAE Constitution Bylaws
 - (b) NAAE Agricultural Teachers Creed*
 - (c) NAAE Member Information
 - (d) NAAE Student Member Information
 - (e) NAAE Organization Member Information
 - (f) NAAE Highlights & Involvement
 - (g) NAAE Professional Leadership & Services
 - (h) NAAE Member Invitations
- (3) Benefits & Recognition
 - (a) NAAE Decals*
 - (b) "30 Minute Club" certificates
 - (c) "30 Minute Club" annual seals
 - (d) "Subdivision 10% Membership Growth" Certificates
 - (e) State and National Leadership Organizer Notebook*

i. Materials & Supplies*

- (1) Awards and Recognition
 - (a) NAAE Membership Pins*
 - (b) NAAE Gavel and Block*
 - (c) NAAE Plaques*
 - (d) "Teacher of Teachers" certificates*
 - (e) "Years of Service" certificates*
 - (f) "Outstanding Service" certificates*
- (*...denotes items available for purchase)

2. Business Session:

- a. Call to order
- b. Reflections (optional)
- c. Welcome by host state, city, etc.
- d. Introduction of guests and state delegates
- e. Adoption of agenda
- f. Review of membership and determination of voting strength
- g. Approval of minutes
- h. Report of vice president
- i. Old business
- j. Committee reports and committee appointments
- k. State Association Program of Activities Reports
- l. Regional secretary's report
- m. Awards programs
 - (1) Regional Outstanding Service Citation Awards
 - (2) Regional Outstanding Cooperation Awards
 - (3) Regional Lifetime Achievement Awards
 - (4) Professional State Association Awards
 - (5) "30 Minute Club" Awards
 - (6) Membership Development Awards
- n. NAAE Action Agenda for the NAAE Strategic Plan
- o. State Association Program of Activities Reports
- p. Professional Improvement Workshops sponsored by agribusiness

- q. Activities on the national scene
- r. Issues/Concerns of agricultural education
- s. Issues/Concerns of the NAAE
- t. Greetings/Updates from representatives of organizations, agribusiness, etc.
- u. Report on site and date of conference for next year and the two following years
- v. Attendance at national convention

4.12 Regional Vice Presidents' Guide to Regional Meetings at the National NAAE Convention

(Note: The national convention regional meetings are for association business issues only and are to be closed to outside presentations. There are two regional meeting times on the convention schedule.)

1. Standard Agenda items:
 - a. Call to Order
 - b. Reflections (optional)
 - c. Introductions (delegates - guests)
 - d. Minutes - summer leadership conference (additions, deletions, adoption)
 - e. Agenda (additions, deletions, adoption without flexibility)
 - f. Membership report and certification of delegates
 - g. Distribution of materials (folders, etc.)
 - h. Review of materials and procedures
 - i. Convention review and assignments
 - j. Report of the vice president
 - k. National FFA CDE Advisory Committee report
 - l. Regional secretary's report
 - m. Nominations - vice president and/or regional secretary (where applicable)
 - n. Review of NAAE Business Meeting agenda
 - o. Other new business items
 - p. Leadership Conference - dates, place
 - q. State Conference - dates, place
 - r. State visits by vice president
 - s. Appreciation list
 - t. Next national convention site and date
 - u. Election of vice president and/or regional secretary
2. Additional Suggested Agenda Items as identified by the Board and/or Executive Director
3. Other Information
 - a. It is also recommended that duplication of reports given at leadership conference be avoided at the national convention.

4.13 NAAE Participation in State Activities

4.13.1 Vice Presidential Services to State Associations

1. Visits and phone calls to state officers
2. Information Memorandums to state officers and key individuals (minimum of monthly)
3. Help solve special problems
4. Personal letters to state officers offering services as needed
5. Reminders of due dates on awards and reports
6. Appreciation letters to friends of NAAE
7. Liaison between state association, NAAE officers, and the National Office
8. Alert state officers to special concerns and legislative issues.

4.13.2 Recommended Practices When Making State Association Visits

1. Arrange for or receive invitation to state association meeting. Be included in conference program.
2. Arrange transportation, room and reservations. If necessary, request local transportation from association officer or member.
3. Obtain brief of situations, special problems, attitude towards NAAE, supervisory and teacher educator influence, and trend of thinking of members or teachers in state to be visited. This information may be obtained from a state officer or supervisor.
4. Prepare material or remarks. They may include:
 - a. Introductory remarks - recognize supervisors, teacher educators, special guests, state officers.
 - b. Brief review of yourself as a teacher and home situation in agriculture department; tell how it is that you are an NAAE officer.
 - c. Explain relationship of NAAE and ACTE and stress importance of both, especially in regard to legislative matters.
 - d. Show relationship of individual member to state and national organization.
 - e. Use the idea of "What does NAAE do for me as a member?" Follow with the importance of what an individual member can do to contribute to the profession. Stress importance of professional attitude.
 - f. If feasible, discuss other items such as problems which may have been considered in conference programs. Questions may be asked such as, "What is done in your state about this and that?" Time devoted to such matters often instills confidence in the speaker and the group.
5. Attend conference meetings and when appropriate, participate as a teacher who has similar situations and problems as those in attendance.
6. Associate with the members and, if asked, make remarks at a dinner. Be brief.
7. Become acquainted with supervisors and teacher educators. They are our best supporters. Try to discover the feeling between the supervisor and teachers.
8. Recognize and support state career and technical education directors and/or state commissioners of education when present.
9. Insist on meeting with state officers during the Executive Committee meeting. Review need for reports, etc. and relationship with vice president, national staff and the NAAE.
10. A national officer should be proper in dress, speech, and reactions at all times. It should be realized that the majority of NAAE members have their only personal contact with the national organization at this time and their impression will likely be lasting.

4.13.3 Guidelines for Representation at State Association Executive Committee Meeting

1. Brief greetings on behalf of the NAAE.
2. Discuss NAAE professional issues/concerns.
3. Discuss membership status and state association/NAAE membership development.
4. Review NAAE reports:
 - a. Program of Activities Reports
 - b. Membership list and report
 - c. State association officer list
 - d. "30 Minute Club" procedure
5. Review NAAE awards programs and stress participation:
 - a. Professional State Association Awards
 - b. Outstanding Early Career Teacher Awards
 - c. Outstanding Agricultural Teacher Awards
 - d. Outstanding Middle/Secondary School Agricultural Program Awards
 - e. Outstanding Postsecondary Agriculture Program Awards
 - f. Teachers Turn the Key Awards
 - g. Ideas Unlimited Awards

- h. Teacher Mentor Awards
 - i. Outstanding Service Citation Awards
 - j. Outstanding Cooperation Awards
 - k. Lifetime Achievement Award
 - l. 100% and/or 10% Plus Association Award
 - m. "30 Minute Club"
6. NAAE Leadership Handbook use and distribution.

4.14 Budget Process

The NAAE operates on an accrual accounting system. The fiscal year runs from July 1 through June 30. Each year the board reviews and approves a proposed budget from the executive director for the next fiscal year beginning in July. After the proposed budget is approved, the staff has the opportunity to make adjustments for final approval in late spring before the new fiscal year begins.

The proposed budget is based on the mission and goals of the organization and performance of the organization as revealed in the audit. An audit is initiated each year in late August with the final report provided to the board during their pre-convention board meeting. The audit provides an excellent tool for determining the next budget year. The process of developing the next year's budget includes the input of the NAAE's accountant and financial advisers.

NAAE members have the opportunity to provide input into the organization's budget each year at the annual national convention. Through the Finance Committee, members may make suggestions to the NAAE board regarding the budget. The board will act on these suggestions at the spring board meeting at which time the budget will be approved for the subsequent fiscal year.

4.15 Membership Processing

NAAE membership runs concurrent with the fiscal year. Technically, all members are inactive beginning July 1. Although members may join directly by contacting the national office, a large percentage of membership dues are collected by state dues remitters in conjunction with state agricultural teachers' association, state career and technical association, and ACTE dues.

In May, a report of the NAAE membership in each state should be sent to the state dues remitter. This report should indicate the type of member and the mailing address. Remitters should be requested to review the report and submit any corrections with their new membership. Individual members may print their own membership card from the NAAE website.

Beginning in mid-October, it should be the goal of the NAAE office to provide a membership report to the board, state association leadership, and others as appropriate. These reports should indicate the number of members in each state and the types of members.

4.16 Sales and Merchandise

A key element of the NAAE business operation is the generation of non-dues income. Ideally, one would like to have the majority of the financial resources of the organization coming from non-dues income.

The key time for promoting NAAE sales and merchandise is the November-December time frame in conjunction with the FFA and NAAE convention. The FFA convention gives the NAAE the opportunity to showcase new and/or continuing items through the National FFA EXPO exhibit. The NAAE Convention gives the organization the opportunity to showcase and sell items.

As a rule of thumb, it is better to have fewer items in small inventories. This is true because of the relative small market served by NAAE (i.e., about 8,500 members). Ideally, NAAE needs to not only serve its own members with merchandise, but also, provide product that appeal to those agriculture teachers not joining thereby increasing the market opportunity.

4.17 Guidelines for State Associations

4.17.1 Duties of State Association Officers

4.17.1.1 The President

1. Appoint all major state association committees.
2. Maintain regular communications with the state and national association officers, delegate authority and make certain association officers perform their responsibilities.
3. Plan and conduct meetings of the state association executive committee at least quarterly.
4. Make extensive plans and preparation with the executive and other planning committees for the annual conference/business meeting.
5. Evaluate the state conference/business meeting and the state association program of activities.
6. Organize and promote an effective state support committee for agricultural education.
7. Organize an active public policy committee within the state association. Follow the suggested format of the national public policy committee. (Reference: Appendix)
8. Maintain an organized file of correspondence, activities, and other materials relevant to the president's leadership.
9. Promote participation in NAAE award programs for members and the state association.
10. Be familiar with the constitution and bylaws of the state and national association. (Reference: Appendix)
11. Be familiar with the current operating policies of the state and national association. (Reference: Appendix)
12. Respond promptly to communications from the national office and officers.
13. Provide for a publicity and public relations program which includes:
 - a. Keeping membership and others informed about state and national association activities.
 - b. Maintain a continuous flow of materials to the national office and officers.
 - c. Publish a minimum of four newsletters annually.
14. Represent the state association at the NAAE Regional Leadership Conference, the annual NAAE Convention, and other meetings for education in and about agriculture.
15. Present state association challenges and suggestions during regional meetings. Logically consider these items in a regional meeting first. An affirmative vote by the regional leadership sends these issues to the NAAE Board of Directors. They decide the final disposition of issues.
16. Assume the responsibility of reporting the annual convention activities to the members. Write a summary for publication in the newsletter followed by a complete report during the annual meeting.
17. In a timely manner complete and submit all reports to the NAAE office.

4.17.1.2 The Vice President or President Elect

1. Orient yourself to the duties and responsibilities of the President.
2. Assume leadership responsibilities assigned by the President.
3. Be responsible for coordinating committee work within the state association and with the regional and national connecting committees.
4. Serve as a member of the state association executive committee.
5. Conduct state association meetings in the absence of the President.
6. Represent the state association at the regional NAAE meetings and the national convention.
7. Attend meetings required of and by the President.

4.17.1.3 The Secretary

1. Keep complete, concise, and accurate records of meetings of the association's executive committee and the major association business meetings. (Very important -- these records should be archived for future legal reference.)
2. Maintain a good filing system including records of meetings, names of members, copies of state association and NAAE constitutional bylaws, NAAE strategic plan, correspondence, etc.
3. Respond to communications promptly. Retain a copy in the secretary's file and forward one copy to the president.
4. Cooperate with the president in organizing the meeting agenda, notifying members of the time and place of each meeting. Forward a copy of the agenda to each participant. Remind persons responsible for specific items on the agenda.
5. Submit copies of minutes of meetings to the state association executive committee members. Keep minutes well organized, complete, and edited.
6. Be familiar with the constitution and bylaws of the state association and the NAAE.
7. Be familiar with publications, supplies, and other materials available from the NAAE office. Submit orders well in advance of the time needed.
8. Respond to requests for information from the NAAE office, vice president, and others corresponding with the state association.
9. If serving as the state association secretary-treasurer, be familiar with the duties and responsibilities of the office of treasurer.
10. Maintain current and historical records of membership.

4.17.1.4 The Treasurer

1. Receive and, under direction of the state association executive committee, hold for safe keeping or expend funds as directed by the committee.
2. Serve as chairperson of the state association budget committee. Assist in preparing the annual budget. Keep the president informed on the status of financial transactions.
3. Receive and expend moneys as directed by state association executive committee. State associations may appoint a person to collect membership dues.
4. Receive dues for the state association, NAAE, state association for career and technical education, and the ACTE. Promptly forward all dues to the national office to keep members in good standing. Use official membership forms. Membership lists should have:
 - a. The complete mailing address.
 - b. State association for career and technical education and ACTE dues should be remitted to the state association for career and technical education.
 - c. Initial NAAE dues should be remitted to the Executive Director within 45 days after the annual state conference/meeting or by September 15 if the state association does not conduct an annual conference or meeting.
 - d. Subscriptions to the *Agricultural Education Magazine* should be sent to that business manager, whose name and address can be found in the current issue of that magazine.
5. Should be adequately bonded. The books should be properly audited or reviewed by an accountant annually and especially prior to changing treasurers.
6. Arrange an annual audit by an accountant or accounting firm as directed by the state association executive committee. The audit or review should be made at the end of each fiscal year.
7. Submit a detailed financial report quarterly to the state association executive committee and annually to the membership.

4.17.1.5 Newsletter Editor

1. Publish a minimum of four newsletters annually with copies being sent to membership, NAAE region vice president and NAAE office.
2. Publish newsletter at regular intervals. Establish deadlines for items to be included.
3. Obtain member participation by requesting articles. A double postcard sent to members before each issue is often successful in getting news items. Some associations use district reports.
4. Use editorials by state association officers (From the President's Corner, From the Secretary's Desk, etc.).
5. Include information from NAAE newsletters. This is a means of keeping the members informed about NAAE activities. Give credit to the NAAE whenever using such items.
 - a. Bulk copies of the newsletter, "News and Views", are available from the NAAE office for a nominal fee.
6. Use attractive illustrated cover pages or adopt an appropriate title for the state association newsletter. The cover page should include the name of the association and date of the newsletter.
7. Make the newsletter short and legible. Normally two to four page newsletters are adequate.
8. Consider a printed newsletter when producing more than 40 copies. A newsletter printed by the photocopy process is often difficult to read.
9. Use local publication resources. The high school commercial art classes may be able to assist.
10. Exchange the state association newsletter with other associations in the region.

4.17.1.6 State Advocacy Leader

NAAE requests that each state association identify a State Advocacy Leader. An advocate is someone who actively supports a cause or policy by building relationships with those who exert influence. Anyone *can* and *should* be an advocate regardless of experience or legislation knowledge. The duties of a State Advocacy Leader in respect to working with the NAAE and state agricultural education association include but are not limited to:

1. Interact and build relationships with members of the executive and legislative branches of state and federal government.
2. Coordinate advocacy efforts in line with the legislative deadlines set by the General Assembly.
3. Review and track proposed legislation that intersects with the state associations' interests.
4. Provide timely alerts to the state association members and officers on legislative developments and information from NAAE.
5. Advocate for policy recommendations in line with the national and state associations' vision and mission.
6. Encourage state association members and state agricultural education supporters to participate in advocacy on all levels.
7. Provide training and resources on advocacy and public policy to state association members as needed.
8. Promote state association usage of the NAAE Legislative Action Center.
9. Build and strengthen partnerships and collaborations with colleagues, advocates and stakeholders.
10. Participate in advocacy related professional development when available (such as ACTE National Policy Seminar, NAAE Convention Workshops, NAAE Webinars, etc).

4.17.2 Actions and Procedures Recommended for State Officers

4.17.2.1 Development of a Professional Attitude

1. Develop an enthusiastic professional attitude for the Membership Development Program by:
 - a. All association officers transmit desire to attain a high percentage of the entire potential membership.
 - b. All teachers, teacher educators, and supervisors display a positive attitude for a 100% association membership status.
 - c. Organize and complete an effective membership campaign.

- d. Develop a challenging program of activities to promote the general welfare of the teacher and the profession.
- e. Select outstanding persons as committee chairpersons. Appoint persons to committees who are willing to organize and complete challenging programs.

4.17.2.2 NAAE Membership for Agricultural Educators

All persons interested in agricultural education are eligible for NAAE membership. The NAAE Bylaws provide clear definitions for becoming active, associate, student, and/or organization members. Membership in the State Career and Technical Education Association or Association for Career and Technical Education is not required for NAAE membership, but should be a requirement for membership in the state association.

4.17.2.3 Securing and Retaining Membership

1. Develop an enthusiastic professional attitude within the state association membership committee:
 - a. Commitment to attain 100% membership.
 - b. Display a positive attitude.
 - c. Organize and complete an effective membership campaign.
 - d. Develop a challenging program of communicating the professional leadership activities and services delivered to the state association and NAAE membership.
 - e. Appoint persons who are willing to organize and conduct an effective and continuous membership development program.
 - f. Use the NAAE "Membership Development" portfolio as a guideline to organizing and conducting a member development program.

2. Determine methods to use to secure 100% membership:
 - a. Collect state association and NAAE dues from teachers, teacher educators, state supervisors and all others interested in agricultural education during the annual state conference/meeting and subdivision meetings.
 - b. Appoint a person whose primary duty is to conduct the state association membership program.
 - c. Appoint a membership committee that has a desire to have all agricultural educators and others support the state association and NAAE organizations.
 - d. Use a "package dues" system to collect professional dues, especially state association /NAAE.
 - e. Collect dues by subdivisions. Use committees of two or more neighboring teachers to contact non-members and others interested in supporting agricultural education.
 - f. Write personal letters to non-members and encourage their membership.
 - g. Provide name identification for members who paid their dues during the annual conference/meeting.
 - h. Allow a reduced rate on dues for beginning teachers that held student membership.
 - i. Increase dues by \$1.00 after the conclusion of the annual conference/meeting, except for new incoming teachers and teachers returning to the professional education ranks.
 - j. Schedule a forum discussion during the annual conference/meeting on "Professionalism for state association and NAAE activities."
 - k. Present agricultural educators with copies of state association and NAAE constitution and bylaws, objectives, purposes, activities, accomplishments, and the NAAE Leadership Development Manual.
 - l. Be professional. Emphasize professional reasons for supporting the professional organizations.
 - m. Explain the annual financial report and how state association and NAAE dues are used.
 - n. Present years of service, outstanding service, and other professional awards during the annual conference.
 - o. Present the NAAE recognition certificate to the chairperson of subdivisions achieving 100% membership.
 - p. Recognize paid members by publishing their names in the state newsletter.

3. Develop NAAE/ state association student membership:
 - a. Provide student membership brochures and other available association literature to agricultural education trainees and other agricultural students. Provide each student with a copy of the NAAE Student Member

Information Bulletin, a copy of the state association and NAAE bylaws, and other materials to make them cognizant of professional services.

- b. A state association officer should meet with students in training to acquaint trainees with the professional career and technical organizations and their interdependence.
 - c. Association leaders should establish and/or maintain close contact or relationship with teacher educators regarding professional organizations.
 - d. Invite and encourage agricultural students to attend annual state association business meetings or other sessions. Invite at least one student from each institution to attend an executive committee meeting.
 - e. Invite the students attending the National FFA Convention to the NAAE social for student teachers and teacher educators
 - f. Student teacher supervisors should be members of the state association and NAAE.
 - g. Provide NAAE organization and structure information to teacher educators.
4. Develop an orientation process or event for new members:
- a. Present copies of NAAE bylaws and state association constitution, NAAE creed, NAAE information bulletin and other available association materials to teachers at time they enter the profession or very soon thereafter. The creed should be in a frame.
 - b. During the annual association meeting give appropriate recognition to new teachers who become members during or prior to the annual association meeting. Consider:
 - 1) Using a name tag with ribbon for identification.
 - 2) Presenting a NAAE new member pin as they are introduced.
 - 3) Holding a special meeting with new members.
 - 4) Award materials not previously presented.
5. Involve new members in committee work at subdivision and state levels.
6. Teacher mentorship should be implemented to provide personal contact to new members (monitoring).
7. Teacher educators and supervisors working with new teachers should be encouraged to assist in promoting professional membership.
8. Develop a professional leadership plan that involves all levels of agricultural education:
- a. NAAE recognizes that education in and about agriculture exists beyond the secondary level.
 - b. The involvement of elementary, middle school, postsecondary, higher education, and adult education members with the state association and the NAAE have increased in recent years. This is most evident on the NAAE Board of Directors and state association executive committees. As a result, we have witnessed the establishment of more elementary, middle school, postsecondary, higher education and adult programs at state workshops and an increased utilization of these instructors teaching workshop sessions.
 - c. The secondary instructors must cultivate the support and involvement of all agricultural education professionals (no matter what their position) in the state and national professional organizations. The NAAE recognizes the importance of the contributions made by all levels of agricultural education programs as viable and essential areas of education in and about agriculture. Although the number of instructors in some of these programs is a minority in our association, overall their numbers are substantial. We must find ways to demonstrate our knowledge that these programs exist and are an integral part of the total education program in and about agriculture.
 - d. The NAAE continues to provide leadership, recognition and support in the areas of program development, awards, sessions at ACTE/NAAE conferences and legislative proposals.
 - e. The continuing strength and success of agricultural education in America is dependent upon the recognition and support of all levels of the instructional programs in and about agriculture.
 - f. Involving postsecondary members:
 - 1) Provide for representation on the state association executive committee.
 - a) Have postsecondary and/or adult instructors become members of the district in which they reside and advance through the ranks to assume leadership positions, or

- b) Have postsecondary and/or adult instructors represented on the state association executive committee as an ex-officio member, or
 - c) Set up separate district and/or subdivision for postsecondary and/or adult teachers. They would elect their own representative on the state association executive committee.
 - 2) Establish a postsecondary and/or adult program standing committee within the state association.
 - a) Appointments should be from the different areas of instruction, i.e. area career and technical institute, community college, adult, veteran, higher education, young farmer, etc.
 - b) Function: Provide information to the state association regarding problems, needs and recruitment of members.
 - c) Make an attempt to insure continuity on the committee.
 - 3) Involve postsecondary and/or adult instructors in planning and conducting the annual conference/meeting.
 - a) Have representatives from elementary, middle school, secondary, postsecondary, higher education, and adult programs on conference planning committee.
 - b) Plan general sessions of interest to secondary, postsecondary and adult personnel.
 - c) Allow each group to plan sessions for separate meetings.
 - d) Invite all postsecondary and adult instructors to attend and participate in state conferences.
 - 4) Include postsecondary and adult member applications for NAAE and state association professional awards programs.
 - a) Encourage elementary, middle school, secondary, postsecondary, higher education, and adult teacher members to apply for professional awards.
 - b) Make state association awards selection committees aware of differences in elementary, middle school, secondary, postsecondary, higher education, and adult programs. Place emphasis on judging applications accordingly.
 - 5) Appoint a functional state association articulation committee.
 - a) Set up a standing committee to include equal representation from elementary, middle school, secondary, postsecondary, higher education, and adult programs to provide for the meaningful articulation of professional needs. (Advisory only)
 - 6) Utilize professional skills and services of postsecondary and adult members in the youth program activities and in-service training programs.
 - a) Utilize professional skills of postsecondary and adult teachers, whenever possible, as judges and consultants for student program awards and contests.
 - b) Make use of postsecondary facilities in setting up, conducting or hosting various student program functions and in-service programs.
- 9. Orientation of state officers:
 - a. State associations should promote specific qualifications for its officers based upon professionalism, leadership ability, and service.
 - b. State association constitution & bylaws should provide for continuity in service on the executive committee and should provide for succession into the higher offices.
 - c. Conduct an effective installation of officers during the annual business meeting. The NAAE officer installation ceremony is recommended and can be found in the appendix to this handbook.
 - d. Persons leaving an office should orient their successor on duties and responsibilities of that office. An organized file of essential materials and notebooks should be the property of the office and transferred with the office.
 - e. A joint meeting of all members on the executive committee (including the newly elected and retiring officers) should be held immediately following the installation to get acquainted, oriented, and organized for the ensuing year.
 - f. Become familiar with the state officer responsibilities to the NAAE.
 - 1) Plan to attend the NAAE regional leadership conference and national convention.

- 2) The NAAE region vice president will conduct an orientation workshop for state association officers during the regional leadership conference.
- 3) The NAAE vice president will keep members informed of NAAE activities during the regional meetings and represent the association during the NAAE Board of Directors meetings.

4.17.2.4 Activity Program Planning for the State Program of Activities Related to the NAAE Strategic Plan

1. The NAAE operates on an annually revised Strategic Plan. During the winter meeting, the Board of Directors reviews, evaluates, and revises the Strategic Plan to promote actions that relate more closely to the mission and goals of the NAAE. Annually, state association leaders receive the revised NAAE Strategic Plan. We urge state associations to use it as a guideline and, wherever feasible, correlate their goals with those of the national organization. The objectives of the NAAE Strategic Plan and Action Agenda are:
 - a. To encourage state associations to strive to improve their professional leadership and service commitments through development of a state program of activities.
 - b. To assist in the self-evaluation of professional leadership and service to the members.
 - c. To facilitate a single form to record and report state association accomplishments.
 - d. To standardize professional efforts within each state association.
 - e. Acquire from and share with state associations information and methods used successfully.
2. The six areas of emphasis and the objective(s) of each are:
 - a. Professional Membership & Relations "Enroll and keep as many members that are necessary to finance and accomplish the objectives of the NAAE as stated in the bylaws."
 - b. Professional Leadership & Service "To assist state associations and NAAE in developing and evaluating their state program for leadership and service."
 - c. Professional Improvement & Program Development "To survey state association activities which will serve as a means of self-evaluation leading to improvement relating to professional improvement and program development."
 - d. Governmental Relations & Legislation Involvement "To report those activities that were used in legislative involvement. To identify at what level they were utilized. To document the activities utilized in identifying legislative concerns."
 - e. Public Relations & Communications
 - 1) To increase and improve communications among all elements of the NAAE on the national, state and local level;
 - 2) To effectively utilize communications in such a manner as to inform the public of the activities and progress of the NAAE and its members."
 - f. Agriculture/Agribusiness Relations "To identify the frequency and methods by which agribusiness provides support to agriculture education programs."

(Special Note: The NAAE Board of Directors reviews the reports and uses them to determine direction and goals for future program planning. State officers are urged to review activity report summaries and incorporate activities important to members of their respective association in their program plan.)

4.17.2.5 Developing A State Program of Activities

1. Appoint state association program of activities committees correlating goals with those of the NAAE.
2. Structure the state association committees so the chairperson and members are from the same subdivision to facilitate special meetings.
3. Every member of the state association should be provided a printed copy of the state association program of activities and the accomplishments.
4. Each state association should take copies of their program of activities to the NAAE regional leadership conference to report and exchange ideas.

5. Complete the NAAE program of activity report form after the annual state conference or meeting. Submit copies to NAAE regional vice president.
6. Keep the NAAE regional vice president and the national office informed of your activities.

4.17.2.6 Correlating State Association and NAAE Procedures and Activities

1. Use official stationery that includes the NAAE emblem and shows affiliations with the NAAE wherever possible. Include names of constitutional officers with complete mailing addresses and telephone numbers.
2. Use NAAE jewelry, plaques, gavels and certificates in recognizing members and supporters.
3. Present NAAE "Thirty Minute Club" certificates. Be familiar with the rules and recognize all persons who qualified. Request the certificates from the NAAE office several weeks before the annual conference or meeting.
4. Provide copies of the NAAE creed, bylaws and information bulletin for incoming and beginning teachers and to others periodically.
5. Invite your NAAE region vice president to attend your state conference and/or annual meeting at least once in three years. (This is a written request.)
6. When an NAAE officer visits your association, arrange for the officer to meet with your executive committee and to speak to the membership at a general session.
7. Arrange to have members attending the NAAE national convention and NAAE regional leadership conference. The state association meetings report to the membership is vital to communications. Reports in the newsletter and/or during the annual conference or meeting are effective.
8. Promote member's participation in NAAE agribusiness award programs. Recognize the winners at the annual banquet or award's meeting. Invite a representative of the sponsoring firm to present the certificates. Send copies of publicity to the national office and sponsor.
9. Forward state association issues that have regional or national significance to your NAAE region vice president.
10. State association secretary or executive secretary should send a list of newly installed officers to the NAAE office. Request the forms from the NAAE office.
11. Encourage the retiring president to apply for the NAAE Professional State Association Award. Complete the application form and send to the NAAE Regional Vice President postmarked no later than September 1.

4.17.2.7 State Association Reports Needed by NAAE Office

1. Newly Installed Officers Report Form.
 - a. Forms are sent to state secretary/executive secretary approximately 30 days prior to the state association conference/annual meeting.
 - b. Due immediately following election.
 - c. Send one copy to the NAAE office; one to the NAAE Regional Vice President; and retain one for your permanent records.
 - d. The form lists the office, name, mailing address, city or town, state, zip code and home & office telephone number for newly elected state association officers (including subdivision officers). The information makeup the "NAAE Directory for State and National Officers" and newsletter mailing lists.
2. Professional State Association Application
 - a. The Regional Vice President provides instructions about the completion of this form at the Regional Leadership Conference. The award application is distributed electronically by NAAE.
 - c. The report requests information on state association participation in NAAE Strategic Plan and Action Agenda activities. The NAAE Board of Directors and staff analyze the information and use it to determine the direction of programs and projects.
3. Membership List & Dues Remittance Form

- a. Membership forms are sent to the person remitting dues approximately 30 days prior to the state association annual conference/meeting.
 - b. Must be received within 45 days after annual state association conference to meet criteria for Professional State Association Award.
 - c. Must be received by November 1 to qualify for 100% Member Association award.
 - d. Must be received by April 1 to receive NAAE award application forms.
 - e. Must be sent to the NAAE office with copies going to the regional vice president.
 - f. The form gives the name and complete mailing address for all NAAE dues paying members. The information provided for use in member mailings, including the membership card, all member newsletter and agribusiness sponsored award applications.
5. State Conference Dates Report Form
- a. Forms are distributed to state presidents at national convention.
 - b. Forms are returned to the region vice president at the convention or mailed to the NAAE office after the convention.
 - c. The form requests the date & place of the state conference or annual meeting and date newly installed state association officers assumes responsibilities. The NAAE vice presidents and agriculture or agribusiness sponsors need this information to schedule meetings or activities. The NAAE office uses the information for mailing office forms and other special communications.

4.17.2.8 Guidelines for Involving NAAE Officers in State Conferences

1. Extend an invitation in writing, a minimum, four to six months before the conference. Copy the national office and NAAE President on the letter of request.
 - a. Normally state association visits are made every three years.
 - b. Invitations should be made in cooperation with your state supervisor.
2. Make lodging reservations in the same facilities used by the members.
 - a. The officer is representing the NAAE and needs to become acquainted with the members.
3. Send the officer a brief about your state's situation.
 - a. Special problems
 - b. Attitudes toward NAAE
 - c. Items of concern
4. Provide the officer with a conference program.
5. When the officer arrives, provide local transportation. Many state associations provide a host for periods of the day.
6. Extend an invitation to meet with the executive committee and state association committees.
 - a. Invite the national officer to attend the state association executive committee meeting. During that meeting, provide the national officer an opportunity to discuss professional issues, concerns and special problems facing the state association, NAAE, and/or the agricultural education profession not normally discussed during a group presentation or general session. The discussion should include (but not be limited to) the following:
 - 1) NAAE Board Actions
 - 2) NAAE Operating Policies and Procedures
 - 3) NAAE Membership Development
 - 4) NAAE Leadership and Service
 - 5) NAAE Public Relations and Publicity
 - 6) NAAE Professional Improvement Programs
 - 7) NAAE Agricultural Education Program Development
 - 8) NAAE Governmental Relations and Legislation
 - 9) NAAE Agriculture/Agribusiness Relations
 - 10) NAAE Reports
 - 11) NAAE Award & Recognition Programs
 - 12) NAAE Materials & Supplies for State Associations and/or Members
7. Provide an opportunity to become acquainted with your supervisory staff, teacher educators, and directors.

8. Schedule time on your conference program to provide an update and to discuss current issues in the profession. Print name on the conference program.
9. Use the officer as a resource person on professional activities, membership, reports, orientation for new members, etc.
10. As a teacher of agriculture, the officer may have comments on various topics of concern to the agricultural education program.
11. The officer is representing the NAAE. Should you have comments or suggestions that would make future visits more effective, please write the NAAE office.

4.17.2.9 Hosting The NAAE Regional Leadership Conference

1. Selecting the Location and Facilities
 - a. Follow the rotation system recommended by the region.
 - b. Determine the conference dates a minimum of three years in advance. Normally held on the weekdays corresponding to the previous conference.
2. Select the host city and headquarters facility.
 - a. Secure advance room rate charges and facility policy on complimentary rooms. Be prepared to estimate the number of rooms required.
 - b. Determine the number of meeting rooms (general sessions; break-outs for group meetings, committee meetings, etc.). Discuss facility policy on room changes.
 - c. Determine requirements for special functions (refreshments, meal functions, cash bars, etc.) and discuss facility policy changes.
 - d. Sign a contract with the facility which gives room rates, minimum time for room cancellations, charge for meeting rooms and equipment, and catering charge.
3. ACTE/NAAE National Convention Host State Report
 - a. Announce location, facility, room rates and date for leadership conference. If available, provide advertisement flyer of the facility and information on points of interest in the community.
 - b. Endeavor to secure an estimate on the number of participants and family members planning to attend.
 - c. Schedule a meeting with the previous conference host and region vice president to discuss arrangements, requirements, and to determine additional responsibilities of the host state and the NAAE vice president.
4. Interim Planning for the Conference
 - a. Coordinate all conference planning and activities with the NAAE region vice president.
 - b. Plan special functions and activities for the conference. Special functions and activities should not conflict with nor compete with attendance of general sessions or group meetings.
 - c. Determine the registration fees, if necessary. Registration fees may include meeting room charges, meal functions, equipment rental and other incidentals. The conference must be self-sustaining. The NAAE does not provide funding.
 - d. Provide each state association officer, state supervisor, teacher educator, program participants, special guests and others, with advance room reservation forms and other conference costs at least 45-60 days before the conference allowing sufficient time for planning and reservations.
5. Host State Conference Responsibilities
 - a. Coordinate all planning through the region vice president.
 - b. Arrange for conference facilities, including meeting rooms, meal functions and lodging.
 - c. Provide for meeting room equipment, i.e. sound system, projection screen, audio visual projectors, etc.
 - d. If a meal function is planned, arrange for dining facilities, financing, menu and program.
 - e. Make arrangements for refreshment breaks during sessions.
 - f. Organize and supervise conference registration.
 - g. Arrange additional activities and functions, including activities for spouses and children.
 - h. Arrange transportation if activities include travel for participants.

4.17.3 Involvement in Legislative Affairs

4.17.3.1 Legislative Affairs

State career and technical education laws, structure and plans reflect, to a great extent, a response to federal legislation. The quality of career and technical education is impacted and greatly influenced by such legislation.

Legislators depend upon professional associations. They are in the position to provide effective and useful information for legislation. The use of organizational and individual leadership and expertise should be a prime function of professional associations. The effectiveness of individual effort is proportional to the quality of effort generated by the association.

Though face-to-face communication is most effective in influencing decisions, the impact of the personal contact is enhanced when supported and supplemented by the association. Such action, both proceeding and subsequent to individual contact, must be of high caliber and must involve the membership as well as the staff of the association.

With the recent movement of federal moneys and responsibilities back to the states, state level legislation and plans have become an increasingly important determinate of state and local programs of agricultural education. Impact on state legislation and state plans is imperative.

To be effective in legislation at the state level requires coordinated efforts by agricultural educators at all levels of agricultural education.

The NAAE in cooperation with the ACTE accepts responsibility for leadership affecting career and technical education legislation. The key part of the effort is the state agricultural teachers' association. State public policy committees should have statewide representation to ensure access to all members of the state and federal legislature. Continuity can be achieved by appointing members to the state committee for three (3) years with 1/3 of the membership becoming eligible for re-election or replacement annually.

A standard operating procedure for each state must be developed as part of the operating policies of the association bylaws. It should use legislative communication or impact activities at both state and national levels. The state public policy chairperson or contact person should receive vital information and initiate communication to the profession members and/or initiate action to impact legislation and policy.

The standard operating procedure recommended includes the following steps:

- Step 1 State Supervisors, teacher educators and state association president, or their designees, serve as exofficio members of the state public policy committees and identify state contact person(s) for the national committee.
- Step 2 Identify the state and national legislators in each legislative district by name, address, and telephone number.
- Step 3 Identify a teacher of agriculture who knows the legislator personally and whom the legislator respects or assign someone to get to know the legislator personally and gain their respect. (State & National)
- Step 4 When action is needed the public policy committee informs and instructs each of the communications and impact members.
- Step 5 Key member(s) should regularly contact the legislator(s) and discuss the needs and views of the association.

Step 6 Key member(s) give written reports of their contacts and results to the public policy committee.

The necessity for effective and efficient communication is obvious. Communication among members of the profession, its allies and lawmakers supporting its position is vital to the success of any effort to influence legislation for agricultural education. The success of such communication will be governed by the quality and timeliness of the subject matter, the efficiency of the delivery system and the degree to which each person involved carries out the assignment.

Two procedures are essential:

1. one to provide a base of information via the printed word, and
2. the others to provide a rapid "contact" on critical developments, such as pending vote. (The latter will be by telephone or personal contact.)

Flowcharts are presented for national level communications and impact activity. However, they can be adapted for use at the state level.

A flowchart relating to "Written Information" should outline a plan to place information into the hands of each leader of the agricultural education organizations, as well as, a plan to utilize persons to channel information to key members of Congress. Key persons in the state legislative network should have access to a U.S. Congressional Directory.

A flowchart relating to "Telephone Procedures" should involve fewer people and be designed to move immediately to provide information to key members of Congress. It is designed to ask each person to make four or five telephone calls. Each regional contact person is assigned persons in selected areas of his/her region. Those persons then contact the states in their region, as well as following through by contacting the key communicators in their own states.

State and national plans should have essentially the same communication or impact steps. Individuals with an interest and desire to be active in legislative leadership roles will likely serve on both committees. (Reference: Appendix -- It contains communications flowcharts; communications flowchart information form; how to write to a member of congress; and meeting a member of congress).