

KANSAS FARM BUREAU

Program Evaluation Final Report


Kansas Farm Bureau®
The Voice of Agriculture®

 **Vivayic**

Presented to Kansas Farm Bureau & Prepared for by Vivayic, Inc.



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Introduction

Kansas Farm Bureau (KFB) is committed to developing grassroots leaders and enhancing the skills of its members through various educational development and development programs. These programs aim to create influential thought leaders who engage in agriculture and community development across Kansas. KFB also aims to increase knowledge about agriculture and food through various educational efforts targeting a wide range of ages and interests.

Kansas Farm Bureau partnered with Vivayic, Inc., a learning strategy consultancy, to conduct a comprehensive review of the member development and education programs. The goal of this review is to assess the effectiveness, relevance, and impact of current offerings and to provide recommendations for deletions, improvements, future initiatives, and potential partners.

Vivayic designed a comprehensive evaluation plan for KFB's education and leadership development programs to better understand their effectiveness, relevance, and long-term impact. Through this project, KFB and Vivayic worked together to clarify how well the current portfolio meets the needs of members and stakeholders, identify opportunities for improvement or innovation, and highlight pathways for strengthening program alignment with KFB's strategic priorities. Using the Embark–Explore–Examine–Execute framework outlined in the project Strategy Map, Vivayic engaged collaboratively with KFB program staff, alumni and participants, peer organizations, KFB members, and board leadership to ground the evaluation in a wide range of perspectives and experiences.

Throughout this process, Vivayic worked closely with KFB's program staff and stakeholder groups to gather insights through interviews, surveys, focus groups, curriculum reviews, and benchmarking analyses. Stakeholder contributions were essential to providing insights and understanding regarding program strengths, areas of complexity, and opportunities to enhance clarity, engagement, and long-term leadership development outcomes. Vivayic synthesized these insights into actionable, research-supported recommendations that reflect both the realities of current programming and the aspirations KFB holds for its future. This final report presents those findings and recommendations, offering a clear path forward to strengthen program design, expand impact, and continue cultivating influential agricultural leaders across Kansas.

Clarity Map

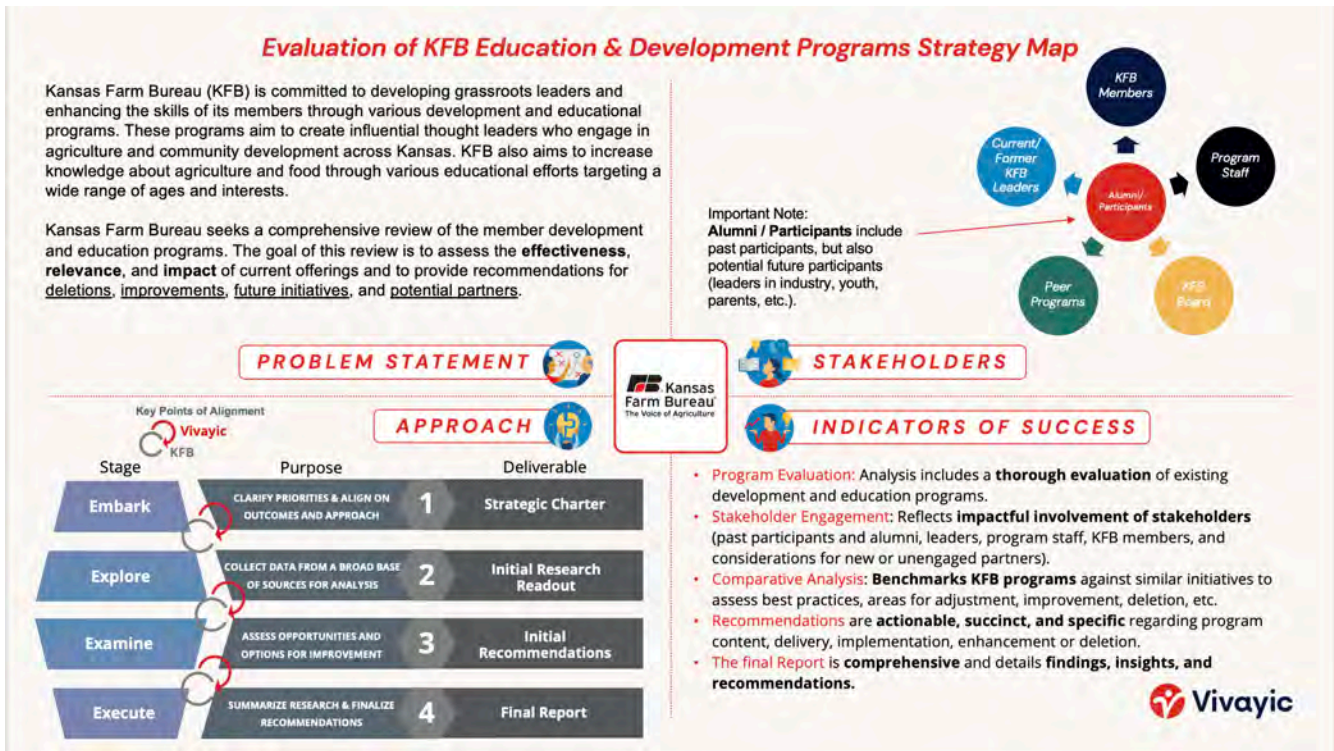


Figure 1. Evaluation of KFB Education & Development Programs Strategy Map
This figure illustrates the overarching framework that guided the evaluation process, showing how the project moved through four interconnected phases: Embark, Explore, Examine, and Execute. The map highlights the progression from initial discovery and alignment activities through stakeholder engagement, data collection, analysis, and finally the development and presentation of actionable recommendations. It visualizes how insights from staff interviews, participant surveys, focus groups, and scorecard analyses were integrated into a coherent set of strategic outcomes. The Strategy Map provides a high-level view of the project's logic, showing how each phase built upon the last to ensure a comprehensive and research-supported evaluation.

Methods

To support Kansas Farm Bureau (KFB) in evaluating its education and leadership development programs, Vivayic employed a multi-stage research and analysis process that was grounded in both qualitative and quantitative methods. The approach followed a four-phase framework outlined in the project Strategy Map, shown below in the specific project deliverables. Each phase incorporated systematic data collection, collaborative interpretation with KFB staff, and validation across multiple stakeholder groups to ensure that the resulting recommendations were rigorous, actionable, and reflective of the full ecosystem in which KFB programs operate.

 EMBARK	 EXPLORE	 EXAMINE	 EXECUTE
<ul style="list-style-type: none"> • Project kickoff • Clarity Map • Timeline and Milestones • Program Staff Interviews • Stakeholder Engagement Planning • Iterate Research Plan and Instruments • Develop a program “scorecard” to help guide analysis 	<ul style="list-style-type: none"> • Curriculum & Existing Data Review • Programs Survey • Stakeholder Focus Groups • Benchmarking Analysis • Research Summary 	<ul style="list-style-type: none"> • In-person Action Planning Workshop • Best Practices for Implementation Research • Summary of Recommendations 	<ul style="list-style-type: none"> • In-person Final Presentation • Finalize Research Summary and Recommendations Report

Figure 2. Kansas Farm Bureau Project Deliverables

This figure summarizes the major deliverables produced throughout the evaluation, including program scorecards, comparative analyses, stakeholder summaries, and a final set of strategic recommendations. It outlines the tangible outputs associated with each phase of work—such as interview syntheses, survey reports, focus group analyses, and the final board presentation—showing how each deliverable contributed to a deeper understanding of program effectiveness and organizational needs. The graphic provides a clear overview of what was created, how insights were translated into practical tools, and how each component supported decision-making for Kansas Farm Bureau leadership moving forward.

Embark:

Clarifying Priorities and Establishing the Research Framework



- Project kickoff
- Clarity Map
- Timeline and Milestones
- Program Staff Interviews
- Stakeholder Engagement Planning
- Iterate Research Plan and Instruments
- Develop a program “scorecard” to help guide analysis

Figure 3. Embark Phase Deliverables

This figure summarizes the initial discovery work, including staff interviews, project alignment, and the development of the first program scorecards that established the foundation for deeper evaluation.

During the Embark phase, Vivayic conducted a structured project kickoff to confirm goals, clarify expectations, and align on outcomes. Vivayic facilitated the development of a Strategy Map that defined the intended purpose of the evaluation and articulated the essential questions guiding our inquiry. KFB staff collaborated with Vivayic to refine the project timeline, identify priority programs for deeper review, and finalize stakeholder groups for engagement.

A foundational component of this phase was the creation of the Program Scorecard, a customized evaluation instrument used to guide consistent analysis across programs. The scorecard was informed by interview insights, program documentation, and KFB’s leadership priorities. This tool was used to assess each program’s strengths, growth areas, alignment with KFB’s mission and strategy, and opportunities for refinement. In this phase, a Stakeholder Engagement Plan was also finalized, determining who to engage, in what sequence, and with what tools, ensuring broad representation and meaningful input.

Explore

Collecting Data from Multiple Internal & External Sources



- Curriculum & Existing Data Review
- Programs Survey
- Stakeholder Focus Groups
- Benchmarking Analysis
- Research Summary

Figure 4. Explore Phase Deliverables

This figure highlights the stakeholder engagement activities—participant surveys, focus groups, and document reviews—that generated the data used to understand program performance and participant experience.

The Explore phase focused on gathering a rich body of evidence to understand the current state of KFB’s programs. Methods included:

- **Curriculum and Document Review:** Vivayic examined existing program materials, curricula, agendas, communications, and historical evaluation data to understand the stated purpose, structure, content, and delivery model for each program.
- **Staff Interviews:** Vivayic conducted one-on-one and small-group interviews with KFB program staff to gather nuanced insights into program implementation, audience needs, logistical constraints, strengths, and perceived areas for improvement.
- **Alumni & Participant Focus Groups:** Vivayic facilitated structured focus groups with past program participants, including Casten Fellows, Leadership KFB alumni, and others, to explore lived experiences, perceived value, leadership growth, and recommendations for program enhancement. Focus group participants were identified by KFB staff.
- **Programs Surveys:** Three unique surveys were deployed to broaden input from current and past participants, capturing trends in satisfaction, learning outcomes, program utility, and barriers to engagement. Surveys were distributed by KFB staff.
- **Benchmarking Analysis:** Peer programs across other state Farm Bureaus and comparable agricultural leadership organizations were reviewed to identify best practices, redundancies, structural models, training elements, and opportunities for KFB to differentiate or evolve.
- **Research Summaries:** After synthesizing internal documents and stakeholder insights, Vivayic developed an initial research summary to highlight emerging themes and guide deeper inquiry in subsequent phases.

Examine

Analyze Findings, Stress-Testing Themes, and Developing Options for Improvement



- In-person Action Planning Workshop
- Best Practices for Implementation Research
- Summary of Recommendations

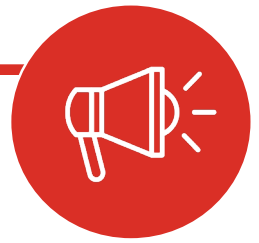
Figure 4. Explore Phase Deliverables
This figure outlines how insights from all data sources were synthesized through comparative analysis, updated scorecards, and collaborative staff workshops to refine themes and shape draft recommendations.

In the Examine phase, Vivayic synthesized the data collected into clear thematic insights and potential strategic pathways. This included:

- Coding and analyzing qualitative data from interviews, focus groups, and open-ended survey responses to identify common themes, patterns, tensions, and areas of alignment or divergence across stakeholder groups.
- Applying analysis to the Program Scorecard to systematically evaluate each program against the criteria of mission alignment, curriculum quality, participant impact, sustainability, and strategic value.
- In-Person Action Planning Workshop: Vivayic facilitated a collaborative workshop with KFB staff to review all program scorecards and emerging findings. The workshop was also used to surface questions, test assumptions, and refine interpretations. This workshop played a key role in grounding the recommendations in internal realities and gaining alignment on priorities.
- Best Practices Review: Drawing from benchmarking and national leadership development literature, research-supported strategies that could enhance program relevance, engagement, and long-term outcomes were identified.
- Drafting the Summary of Recommendations: Based on the synthesis, initial recommendations were developed, ranging from content improvements and program structure enhancements to new opportunities, potential partnerships, and considerations for program sunsets or redesigns.

Execute

Finalizing Deliverables and Ensuring Actionable Outcomes



- In-person Final Presentation
- Finalize Research Summary and Recommendations Report

Figure 4. Execute Phase Deliverables.
This figure shows the final outputs—polished recommendations, the board presentation, and supporting materials—developed to guide decision-making and future program improvement.

The Execute phase focused on preparing and presenting the final recommendations in formats designed to support understanding, decision-making, and implementation. Methods included:

- KFB board presentation to share findings, insights, and recommendations with KFB leadership. KFB board feedback was collected through a survey tool to determine the level of agreement and the level of priority for each recommendation.
- Iterative refinement of the final report based on feedback and additional clarifying discussions.
- Comprehensive final report outlining research methods, findings, comparative analysis, program scorecards, and actionable next steps, designed to serve as a long-term planning resource for KFB.

Findings & Conclusions from Each Unique Phase



Staff Interviews & Early Discovery (Embark)

Objectives

The goal of the initial staff interviews was to understand each program’s design, reach, operational realities, strengths, and challenges from the perspective of those who run them. This phase established the foundation for later analysis and clarified where deeper inquiry was needed.

Methods & Activities

Vivayic conducted structured interviews with 11 KFB staff members representing leadership, program management, youth development, agricultural education, safety, and public policy roles. Interviews explored program purpose, participant demographics, staffing needs, budget considerations, evaluation practices, perceptions of program success, and known pain points. These interviews were also used to draft the first version of the Program Scorecard, which later became the central analytic tool for cross-program comparison.

Demographics

Staff represented leadership and program areas, including:

- Ag Education & Train-the-Trainer
- Safety DIY
- Collegiate programs
- Young Farmers & Ranchers
- Leadership KFB
- Casten Fellows
- Campaign School & Ag Academy

Key Findings & Outcomes

The interviews revealed several cross-program patterns:

- Inconsistent evaluation practices and reliance on anecdotal evidence rather than systematic data
- Staff capacity constraints, with many programs reliant on one or two individuals
- Clear areas of unique value, such as Safety DIY and Leadership KFB, which have statewide or long-term impact
- A strong informal pipeline, but without formal alignment between education, early-career, and advanced leadership programs

How This Informed Next Steps

These insights shaped the initial scorecards, identified programs requiring deeper stakeholder input, and established priority questions for subsequent surveys and focus groups. Interview themes also informed early hypotheses about sustainability, mission alignment, and pipeline gaps that were tested in later phases.



Program Scorecard Development (Embark → Explore)

Objectives

The Program Scorecard was created to ensure consistent evaluation across all programs using a standardized set of criteria. The tool would later support cross-program comparison, identify strengths, and reveal areas needing refinement.

Methods & Activities

Scorecard categories included Reach, Depth of Engagement, Cost-Effectiveness, Outcome Achievement, Mission Fit, Unique Value, Pipeline Contribution, Financial Stability, Staffing Capacity, Operational Efficiency, and Evaluation Readiness.

Scoring was based initially on staff interviews, then refined as survey and focus group data became available. Each dimension was weighted based on its relevance to KFB's mission and program goals, with Mission Fit, Outcome Achievement, and Unique Value weighted more heavily, at x1.5 vs. x1.0 for all other categories.

Data Inputs Used

- Staff interviews (qualitative ratings)
- Known participation counts and cost structures
- Documented program objectives
- Operational notes and staffing considerations

Key Findings & Outcomes

Initial scorecards clearly showed:

- High-impact programs: Leadership KFB, YF&R, Safety DIY, Ag Ed & Train-the-Trainer
- Programs needing modernization: Casten Fellows (structure and clarity)
- Programs to sunset: Children's Book Series (demand and relevance)
- Programs with mixed effectiveness: Ag Academy, Collegiate FB & Fellows

How This Informed Next Steps

These early scorecards guided survey and focus group design, ensuring each additional data collection activity probed areas where clarity was needed, such as pipeline alignment, alumni engagement, staffing capacity, and program structure.



Participant Surveys (Explore)

Objectives

The surveys sought to validate staff perspectives with participant experience, quantify perceptions of quality and value, and further refine the program scorecards with empirical data.

Methods & Activities

Vivayic deployed three tailored surveys to capture the distinct experiences of:

1. Leadership Programs
2. Advocacy & Education Programs
3. Educational & Literacy Programs

The surveys included Likert scales, value-for-time and value-for-cost assessments, open-ended responses, and NPS-style questions to gauge loyalty indicators.

Demographics

The three surveys produced 193 total responses:

- Leadership programs survey: 95 responses
- Advocacy & Education programs survey: 49 responses
- Educational & Literacy programs survey: 49 responses

Key Findings & Outcomes

Survey findings highlighted:

- Strong mission alignment and high satisfaction for YF&R, Leadership KFB, and Safety DIY
- Mixed engagement for Collegiate FB, Ag Academy, and Train-the-Trainer due to variable facilitation and inconsistent chapter/teacher involvement
- Operational concerns (e.g., outdated materials, availability, logistical challenges) in several educational programs
- Extremely high value scores for Leadership KFB (time, cost, effort), supported by 85% promoter ratings
- Clear needs for updated content, improved coordination, more consistent evaluation, and greater alumni pathways

How This Informed Next Steps

Survey results allowed Vivayic to refine the scorecards with participant-generated data, validate or challenge staff perceptions, and prioritize which issues should be explored more deeply during focus groups and the in-person workshop.



Focus Groups with Leadership Alumni (Explore)

Objectives

Focus groups were used to capture deeper qualitative insights on two of KFB's most influential programs (Leadership KFB and Casten Fellows) and to understand expectations, desires, perceptions of leadership culture, and gaps in the leadership continuum from some of the most engaged alumni.

Methods & Activities

Vivayic conducted 8 focus groups with 15 total participants who represented:

- Leadership KFB alumni
- Casten Fellows alumni
- Individuals who completed both programs

Focus Groups Explored:

- Program strengths
- Transformational experiences
- Opportunities to modernize content and structure
- Alumni pathways
- Perceptions of KFB and KFB programming

Key Findings & Outcomes

Focus group participants consistently emphasized:

- Small cohort size is a major strength
- High relational impact ("family-like")
- Desire for structured alumni engagement
- Need for clearer, more consistent facilitation in Casten Fellows
- Concerns about board professionalism, representation, and transparency
- A lack of next-step leadership opportunities after completing Casten/Leadership KFB

These findings added nuance and depth to survey trends, confirming many patterns observed in earlier phases.

How This Informed Next Steps

Focus groups heavily shaped the recommendations related to:

- Strengthening the leadership pipeline
- Enhancing alumni engagement
- Improving program structure and facilitation
- Addressing cultural and governance perceptions that impact leadership development



In-Person Action Planning Workshop with Staff (Examine)

Objectives

The workshop aimed to co-interpret findings, pressure-test preliminary recommendations, review scorecards, and build shared ownership over potential pathways forward.

Methods & Activities

Vivayic facilitated a half-day working session with KFB program staff and leadership. Activities included:

- Presentation of findings from interviews, surveys, and focus groups
- Review and discussion of updated program scorecards
- Identification of thematic trends
- Prioritizing recommendations and refining language
- Using “Visualize the Vote” and facilitated routines to gather collective input

Key Findings & Outcomes

Through collaborative discussion, staff:

- Confirmed the need for a formalized Leadership Development Continuum
- Provided insights into staffing constraints and operational realities
- Validated the emphasis on evaluation readiness as a strategic priority
- Reaffirmed the importance of Safety DIY, Ag Ed, and YF&R as high-value, high-impact offerings
- Supported sunseting of the Children’s Book Series and revision of Casten Fellows

How This Informed Next Steps

Workshop feedback directly shaped the language, structure, and prioritization of the recommendations presented to the KFB Board. It also confirmed staff readiness to adopt more standardized evaluation processes and to engage in cross-program coordination.



Virtual Presentation to the KFB Board (Execute)

Objectives

The purpose of the board presentation was to:

- Share the outcomes of the evaluation
- Communicate the rationale behind each recommendation
- Invite board feedback and secure alignment for next steps

Methods & Activities

Vivayic delivered a virtual presentation to the KFB Board summarizing:

- Key findings
- Scorecard insights
- Cross-program themes
- Seven major recommendations
- A board-specific eighth recommendation tied to governance and engagement perceptions

The session included a live feedback tool where board members rated the importance and agreement with each recommendation.

Demographics

Board survey responses: 13 participants

Key Findings & Outcomes

Board members strongly supported all recommendations, with average ratings between 4.5 and 5.2 (out of 6) across importance and agreement measures. Highlights included:

- Near-unanimous support for strengthening the leadership pipeline
- Affirmation of the need to refine Casten Fellows
- Recognition of the importance of alumni engagement and evaluation improvement
- High agreement on the need for internal coordination and staffing efficiency

How This Informed Final Recommendations

Board feedback validated the prioritization, sequence, and framing of the final recommendations and confirmed organizational readiness to move forward with systemic improvements.



Recommendations & Improvement Strategies



Recommendation #1: Strengthen the Leadership Development Pipeline

KFB should formalize and visualize a clear, strategic leadership pathway that connects early-, mid-, and advanced-level programs into a cohesive continuum. A well-defined pipeline strengthens recruitment, improves alumni retention, and clarifies program progression for members at different life and career stages.

Possible Improvement Strategies:

- Create and publish a formal KFB Leadership Continuum (Figure 7).
- Assign responsibility for leadership pipeline tracking to a designated staff member or team.
- Standardize learning outcomes for Leadership KFB and Casten Fellows, focusing on leadership behaviors and advocacy readiness.
- Introduce 6- and 18-month alumni follow-up surveys to assess leadership engagement after program completion.
- Build structured alumni-to-cohort mentoring into every leadership program.
- Launch lightweight regional alumni meetups connected to major events (Annual Meeting, YF&R Conference).

Kansas Farm Bureau Leadership & Education Continuum



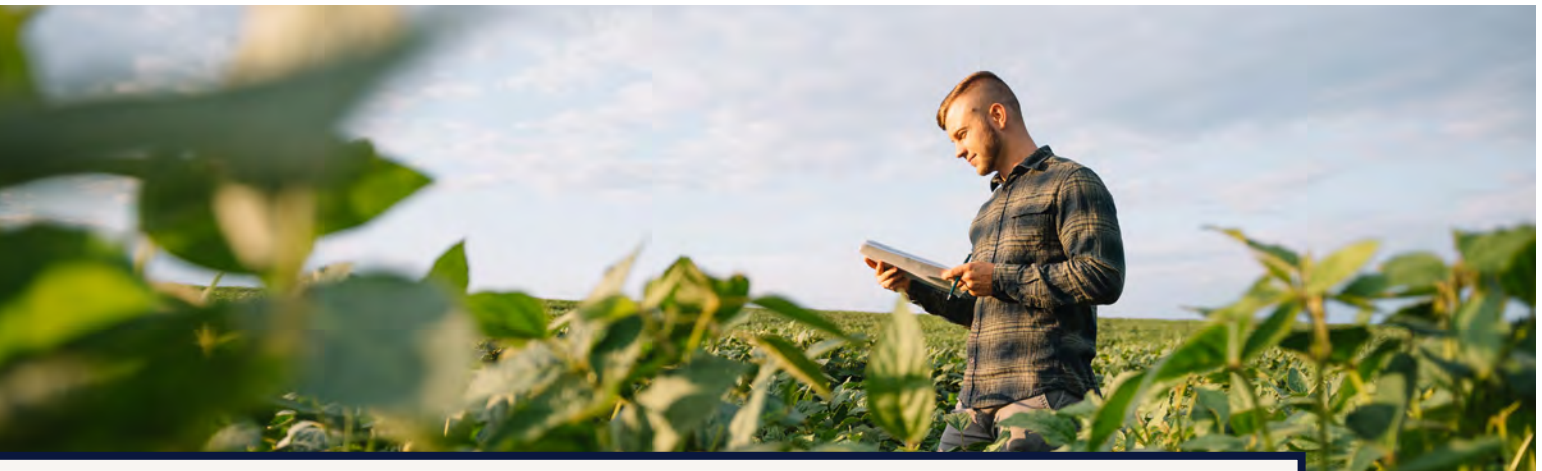
RESULTING IN

A better-informed public
 Leaders serving their communities
 Stronger relationships with elected officials
 Leaders prepared to serve at higher levels across Kansas

Requires Kansas Farm Bureau Membership

Figure 7. Kansas Farm Bureau Leadership Development Continuum

This graphic illustrates the recommended progression from early agricultural education and youth programs into mid-career leadership and advanced fellowship opportunities, highlighting existing strengths and current gaps in the pipeline.



Recommendation #2: Optimize the Casten Fellows Program for Sustainability and Clarity

Casten Fellows is highly valued, but participants and staff noted the need for clearer objectives, stronger facilitation, and more sustainable funding. The program should be redesigned with intentional structure and consistent delivery.

Possible Improvement Strategies:

- Pilot a Casten Alumni Advisory Panel to advise on structure, curriculum, and logistics.
- Clarify program goals (e.g., global leadership, policy, cultural competence).
- Add one pre-trip and one post-trip in-person session for preparation and reflection.
- Standardize facilitation and emergency protocols for international travel.
- Create a short, domestic “Global Ag & Policy Exchange” for alumni.
- Diversify funding through sponsorships, tiered cost-sharing models, or partner support.
- Standardize documentation (reflection essays, presentations, alumni impact tracking, etc.).
- Offer Casten-Fellow-level learning experiences to the KFB alumni network.



Recommendation #3: Strengthen Mid-Career and Alumni Engagement

KFB’s leadership ecosystem would benefit from a more intentional approach to re-engaging alumni and supporting members during the mid-career years—currently the largest “gap” in the pipeline.

Possible Improvement Strategies:

- Launch a KFB Alumni Network organized around three pillars:
 - Connection (directory, online homebase, alumni features)
 - Contribution (mentorship, speaking roles, facilitation, advocacy activities)
 - Continuation (ongoing leadership workshops and refresher opportunities)
- Formalize board and committee mentorship pathways so alumni can see how to step into governance roles.
- Highlight alumni success stories through newsletters, social media, and conference programming.
- Design a shared alumni database for Leadership KFB, Casten Fellows, and YF&R programs.
- Host an annual “KFB Leadership Reunion” during the Annual Meeting.
- Create lightweight, ongoing advocacy or leadership challenges to keep alumni engaged between programs.



Recommendation #4: Improve Evaluation and Measurement Systems

KFB's long-term success requires more consistent evaluation across programs. Establishing shared tools, metrics, and reporting structures will help quantify impact and inform decision-making.

Possible Improvement Strategies:

- Develop a KFB Program Dashboard that tracks participation, demographics, and outcomes for all programs.
- Standardize evaluation tools for post-program feedback and longitudinal outcomes.
- Establish a culture of consistency in evaluation and measurement.
- Introduce low-lift digital tools (Typeform, Google Forms) for regular data capture.
- Produce an annual "Leadership & Education Impact Report" summarizing outcomes across programs.
- Incentivize participants to complete follow-up surveys (recognition, alumni perks, etc.).



Recommendation #5: Refine Educational and Public Outreach Resources

Educational offerings are high-reach assets for KFB but require modernization, improved evaluation, and strategic alignment.

Possible Improvement Strategies:

- Continue investing in Safety DIY and Ag Ed/Train-the-Trainer, particularly through digital expansion and updated materials.
- Evaluate and modernize existing educational resources to maintain relevance and accuracy.
- Sunset the Children’s Book Series, reinvesting in more modern literacy supports.
- Partner with others in the ag education space to maximize offerings and resources.
- Create a unified “Kansas Farm Bureau Education” brand to strengthen awareness and reduce fragmentation.
- Form an Ag Education Advisory Group to guide resource development and cross-program alignment with youth leadership programs.
- Collect simple usage data (downloads, event counts) quarterly for dashboard updates.



Recommendation #6: Streamline Specialized Skill Trainings

Standalone trainings like Campaign School and CMS/communications workshops would have a greater impact if integrated into broader leadership programming.

Possible Improvement Strategies:

- Bundle programming under “Farm Bureau Advocacy Skills Series.”
- Modernize curricula to focus on storytelling, digital advocacy, and local governance readiness.
- Offer short hybrid modules that alumni and current participants can access on demand.
- Track attendance and completion metrics to better measure ROI, including post-election follow-up.
- Use Campaign School as an on ramp for Ag Academy or early leadership programming.



Recommendation #7: Enhance Internal Coordination and Staffing Efficiency

KFB programs sometimes operate in silos due to staffing constraints and overlapping responsibilities. A clearer internal structure will improve delivery, visibility, and collaboration.

Possible Improvement Strategies:

- Develop shared onboarding and cross-training models for program leads.
- Hold quarterly cross-team meetings to review dashboard data and identify emerging needs.
- Map staff time against program impact annually; rotate program assignments to build shared knowledge and fresh perspectives.
- Focus staffing on process and development to allow multiple staff across divisions to engage in delivery and avoid siloing.
- Consider rotating staff assigned to programs to ensure fresh eyes and new ideas.



Board-Specific Recommendation: Address Governance and Engagement Perceptions

While not originally a standalone category in earlier drafts, feedback from surveys and focus groups elevated governance culture as a critical influence on the leadership pipeline.

Possible Improvement Strategies:

- Host a Leadership Culture Roundtable with alumni, staff, and board members.
- Increase transparency around selection criteria, term limits, and expectations for board service.
- Address the perception that board members must be 50+ in age to be meaningfully engaged with the board and/or committees.
- Offer professional conduct expectations for board members when interacting with program participants.
- Expand women's leadership pathways beyond the Women's Committee.
- Encourage cross-program participation (e.g., women's committee members joining Leadership KFB).

Program Scorecards

Staff Prioritization Matrix Results

Summary

During the in-person facilitation session, KFB staff completed a prioritization matrix with four quadrants: Luxuries, Strategic, Quick Wins, and High Value, to determine which recommendations should move forward with the highest urgency or investment. Each sticky note corresponds to a numbered recommendation shared with staff at the in-person facilitation in October.



High Value (*Low Effort, High Impact*)

These items were seen as offering strong value relative to the effort required.

- #1 Strengthening the Leadership Development Pipeline
 - Strong cluster; appears multiple times
- #3 Strengthen Mid-Career and Alumni Engagement
- #4 Improve Evaluation and Measurement Systems
- #6 Refine Educational and Public Outreach Resources
 - Appears once in High Value
- #7 Streamline Specialized Skill Trainings
 - Appears here as well as in Strategic
- #8 Enhance Internal Coordination and Staffing Efficiency

This quadrant shows strong organizational alignment around foundational improvements such as pipeline development, evaluation systems, and alumni engagement.



Strategic (*High Effort, High Impact*)

These items were perceived as important but requiring significant time or resources.

- #2 Optimize the Casten Fellows for Sustainability and Clarity
- #5 Address Governance and Engagement Perceptions
- #6 Refine Educational and Public Outreach Resources
 - Appears again here, indicating mixed perceptions
- #7 Streamline Specialized Skill Trainings
 - Appears again here, indicating mixed perceptions

This quadrant reflects initiatives with broad, structural implications—such as public outreach modernization, Casten Fellows refinement, and coordination or staffing shifts.

Quick Wins (*Low Effort, Lower Impact*)

These items offer relatively easy gains but were seen as less transformative.

- #6 Refine Educational and Public Outreach Resources
 - Appears again, showing that certain aspects of recommendation #6 may be easy to implement even if the full initiative is more complex

Overall, few items appeared here, suggesting that most recommendations are seen as substantive rather than incremental.

Luxuries (*High Effort, Lower Impact*)

These items were seen as the lowest priority or offering limited strategic return for the effort required.

- No singular recommendation was placed here

This quadrant had minimal activity, indicating broad alignment that nearly all recommendations have meaningful value.

Appendix

Program Scorecards

Understanding the Scorecards

The tables below outline how each category in the Kansas Farm Bureau (KFB) Program Scorecard was defined and evaluated. Each category represents a specific lens used to assess program performance—from how widely a program reaches its audience, to how effectively it achieves its goals, manages resources, and supports KFB’s broader mission. The descriptions explain how scores were determined using a combination of staff interviews, participant surveys, and focus group discussions. Together, these definitions and criteria provide a transparent look at the evidence and reasoning behind each 1–5 score (where 1 = low/poor, 5 = high/excellent), ensuring that program results are interpreted consistently across all teams and data sources.

1. Performance Metrics

Category	Definition	How It Was Scored
Reach	Number of participants, audience size, geographic spread. Consider growth trends.	Based on participation counts, geographic spread, and audience diversity mentioned in staff notes or survey data.
Depth of Engagement	Quality/intensity of participation (e.g., hours per person, repeat participation).	Averaged responses on perceived <i>value for time and effort</i> from surveys, combined with qualitative staff ratings of participation intensity.
Cost-Effectiveness	Cost per participant; ratio of outcomes to expenses.	Staff cost-per-participant estimates and perceived return on investment; mapped to 1–5 scale (5 = high return).
Outcome Achievement	Extent to which stated objectives are met (based on data, surveys, or anecdotal evidence).	Alignment between program goals and documented outcomes (surveys, focus groups, or anecdotal results); for surveys, this included NPS-style “likelihood to recommend” scaled to 1–5.
Retention / Pipeline Contribution	Does the program move people into other KFB programs or leadership roles?	Evidence that participants moved to other KFB programs or roles; for surveys, % “Yes, I engaged further” responses mapped to 1–5.

2. Strategic Alignment

Category	Definition	How It Was Scored
Mission Fit	How directly does the program advance KFB’s core mission?	Staff and participant agreement on alignment to KFB’s mission.
Unique Value	Is this something only KFB can (or will) deliver in Kansas?	Degree to which KFB uniquely delivers or owns the program content in Kansas.
Partnership Potential	Ability to leverage external partners/funders.	Ability to leverage external partners/funders based on staff and participant feedback.
Brand & Reputation Impact	Does the program enhance KFB’s profile and goodwill?	Mentions of visibility, recognition, or credibility effects in staff and participant comments.

3. Sustainability & Capacity

Category	Definition	How It Was Scored
Staffing Capacity	Adequate staffing for quality delivery and growth?	Internal capacity to deliver quality programming, based on staff workload comments.
Financial Stability	Reliable, diversified funding sources.	Consistency of funding sources and budget predictability.
Operational Efficiency	Processes, materials, and logistics are streamlined and replicable.	Degree of streamlined materials, logistics, and delivery processes.
Evaluation Readiness	Quality of current data collection and ability to measure impact.	Quality and consistency of data collection and outcome tracking.

Interpretation Summary

- **Strong (4.0–5.0):**
 - Clear alignment to mission and measurable impact.
- **Moderate–High (3.6–3.9):**
 - Programs valued but require structural or operational refinement.
- **Developing (2.6–3.5):**
 - Programs with mixed outcomes or limited reach that need modernization.
- **Sunset/Risk (<2.5):**
 - Indicates programs or areas at risk or needing reevaluation.

Children's Book Series & Lesson Plans

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Children's Book Series & Lesson Plans	3	2	3	2	2	4	3	3	3	2	3	2	2	2.73	Strong ag literacy tool for young students; physical inventory/royalties a burden; demand tapering; mostly standalone, not strong pipeline feeder.
Children's Book Series & Lesson Plans	3.8	3.6	3.5	3.7	3.3	4.1	3.9	3.6	3.8	3.5	3.6	3.4	3.2	3.65	Okay reach, feedback flags shipping/format updates. "...Children's book of the year... is a great resource; lowering shipping would be helpful."

Objective – Ag literacy for early elementary; books & lesson plans

Performance Metrics	Strategic Alignment	Sustainability & Capacity
<p><i>Reach</i></p> <ul style="list-style-type: none"> Statewide classroom distribution (some purchased by counties; PDFs available) <p><i>Depth of Engagement</i></p> <ul style="list-style-type: none"> 38 survey respondents have used or are currently using the Children's Book Series <p><i>Retention/Pipeline</i></p> <ul style="list-style-type: none"> "Very good material for the needs of our projects and events." 	<p><i>Mission Fit/Unique Value/Brand & Reputation Impact</i></p> <ul style="list-style-type: none"> "I like having resources that are backed in facts when I am teaching the kids about agriculture" "I work with a lot of younger kids and the book series is a wonderful tool to help teach them about various parts of agriculture" "Relates well students, books are good for HS students to read to littles for Ag literacy" <p><i>Partnership Potential</i></p> <ul style="list-style-type: none"> "We used the book series many years ago to donate to the local libraries" "No need to reinvent the wheel. We also use the AFBF recommended books" 	<p><i>Operational Efficiency/Staffing Capacity</i></p> <ul style="list-style-type: none"> "There are boxes in the 'dungeon'... upper management is tired of messing with them and the royalties and want to be done." It was noted there is some stock to clear/sell off <p><i>Operational Efficiency</i></p> <ul style="list-style-type: none"> "The books were purchased by the previous coordinator. If we have them, we should use them. I use a mix of KFB curriculum, my own, and other lessons I find to keep the education fresh and not repetitive due to the large amount of ag ed I do" "I would love to see a new series of books from KFB but it's not necessarily needed due to the vast number of ag books available. No need to reinvent the wheel. We also use the AFBF recommended books"

Ag Education Resources & Train the Trainer

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Ag Education Resources & Train-the-Trainer	4	3	5	4	3	5	4	4	4	3	4	4	3	3.93	Web traffic grew from ~600 to ~3k; low cost/high reach; TtT has \$300 mini-grants, leverages others to teach; high mission fit; scalable.
Ag Education Resources & Train-the-Trainer	4.3	4.2	4.3	4.4	3.9	4.6	4.5	4.2	4.4	3.9	4.1	4.1	3.8	4.26	Strong outcome (usefulness) and mission fit. Comments praise adaptability. "...depending on the age of the group I am presenting to or posting to."

Objective - Up-to-date downloadable resources, videos (Kid's Quest), and Train the Trainer workshops that prepare HS/volunteer teachers to deliver ag lessons

Performance Metrics	Strategic Alignment	Sustainability & Capacity
<p><i>Reach</i></p> <ul style="list-style-type: none"> Statewide classroom distribution (some purchased by counties; PDFs available) <p><i>Depth of Engagement</i></p> <ul style="list-style-type: none"> 36 survey respondents have used or are currently using KFB Educational Resources 19 survey respondents have used or are currently using the Train-the-Trainer Only 7 of 49 survey respondents do not know about KFB Educational Resources <p><i>Cost-Effectiveness</i></p> <ul style="list-style-type: none"> "The Train the Trainer we used last year and the FFA group thought it was great. The \$300 was a big draw to get the FFA Chapter to devote the time" <p><i>Outcome Achievement</i></p> <ul style="list-style-type: none"> "I would like to see newer, up-to-date online lesson plans that are not copying what counties are currently doing. Ten years ago, we were able to get new educational ideas from the KFB ag ed staff, and they were available to occasionally help us in our counties. Currently, I must write my own lesson plans to fit what I need for the classroom. After attending the Coordinator's conference last spring and sharing some of what I am teaching, I was unpleasantly surprised to see my material posted on the KFB ag website 3 months later as an update." "Some are outdated and not done as well as they were say 5 years or so ago." 	<p><i>Mission Fit</i></p> <ul style="list-style-type: none"> "Train the trainer events have helped us engage with and activate local FFA chapters in ag education" "To educate members and youth about agriculture" "The Train the Trainer program is the most effective in reaching youth" <p><i>Partnership Potential</i></p> <ul style="list-style-type: none"> "I also use National Ag in the Classroom and Kansas Foundation for Ag in the Classroom resources depending on the age of the group I am presenting to or posting to." "Farm Education Day, Afterschool Programs and FFA and 4-H activities" I'm sorry but Train-the-Trainer workshop is not as well organized as the BeAgWise workshops done in partnership with KFAC. <p><i>Brand & Reputation Impact</i></p> <ul style="list-style-type: none"> "They are verified accurate sources" 	<p><i>Staffing Capacity</i></p> <ul style="list-style-type: none"> "It is hard to coordinate time with the FFA and Shannon since she is so busy doing all her things. Would be nice to have 2 people that can do the Train the Trainer." <p><i>Financial Stability</i></p> <ul style="list-style-type: none"> "The Children's book of the year from AFBF is a great resource. Promotion of it and possibly a state order so that counties don't have to pay the high cost of shipping would be helpful." <p><i>Operational Efficiency</i></p> <ul style="list-style-type: none"> "Easy and quick to access" "readily available" "Maybe breaking the website down more by subject under the ages." "The train the trainer activities are easy for FFA members to facilitate"

Safety DIY Lesson Plans & Brochures

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Safety DIY Lesson Plans & Brochures	5	4	5	4	3	5	5	3	5	3	4	4	3	4.23	Broad adoption; recognized as unique statewide; wide topic range (ATV, grain, sun safety); heavy county/school use; ownership of farm safety identity.
Safety DIY Lesson Plans & Brochures	4.2	3.9	4.0	4.1	3.8	4.5	4.3	3.9	4.1	3.7	3.9	3.8	3.5	4.03	Reach is solid (high "I use/have used"), outcome good (usefulness). Opportunities include updates to videos/materials. "Update the Safety Videos and resources to utilize for doing tractor safety with youth."

Objective - Hands-on safety modules (Sun Safety, Fire, ATV, Grain, GlitterBug, etc.) for K-8 and older youth; downloadable and used statewide

Performance Metrics	Strategic Alignment	Sustainability & Capacity
<p><i>Depth of Engagement</i></p> <ul style="list-style-type: none"> 15 survey respondents have used or currently use these resources <p><i>Outcome Achievement</i></p> <ul style="list-style-type: none"> Safety is a big issue on the farm, but to try to get that information into a classroom when so few kids live on a farm is hard. Teachers don't see the usefulness and don't want to devote the time. 	<p><i>Unique Value</i></p> <ul style="list-style-type: none"> (I chose to use resources) "To help educate and protect lives in my county and industry" 	<p><i>Operational Efficiency</i></p> <ul style="list-style-type: none"> They are not always accessible for kids with disabilities- also some images look outdated "I would suggest updating some of the resources more frequently so that they are more relevant, especially in the safety category, which has some really old videos."

Collegiate FB & Fellows

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Collegiate Farm Bureau & Fellows	3	3	4	3	4	5	3	4	4	3	4	3	3	3.62	Fellows cohort up to 8 with DC trip & mentoring; collegiate chapters vary in activity; good pipeline to YF&R but inconsistent facilitation across campuses.
Collegiate FB	3.2	3.4	3.8	3.6	3.2	4.0	3.9	3.5	3.4	3.5	3.6	3.7	3.1	3.57	Mixed engagement/outcomes, comments note inconsistent chapter participation. "Students did not participate nor communicate well."

Objective – Engage college students; Fellows cohort (up to 8) with orientation, mentor pairing, policy capstone + DC trip

Performance Metrics	Strategic Alignment	Sustainability & Capacity
<p><i>Reach</i></p> <ul style="list-style-type: none"> 19 charters (~6–11 active) <p><i>Cost-Effectiveness</i></p> <ul style="list-style-type: none"> How valuable was Collegiate FB based on financial cost to you? <ul style="list-style-type: none"> 18 responses – 3.78 mean (3, 0, 4, 2, 9) <p><i>Outcome Achievement</i></p> <ul style="list-style-type: none"> How valuable was Collegiate FB based on time invested? <ul style="list-style-type: none"> 18 responses – 3.61 mean (2, 1, 4, 6, 5) How valuable was Collegiate FB based on effort required? <ul style="list-style-type: none"> 18 responses – 3.72 mean (2, 1, 2, 8, 5) <p><i>Retention/Pipeline</i></p> <ul style="list-style-type: none"> How likely are you to recommend the program to others? <ul style="list-style-type: none"> 18 responses <ul style="list-style-type: none"> 27.78 NPS 22.22% detractors (4), 27.78% passives (5), 50% promoters (9) "It was enjoyable to be a part of but didn't make a huge long term impact. Enjoyed the quiz bowl and attending YF&R." "I would hope that the program has been improved since I was in the KSU Farm Bureau program, so I would tentatively recommend it." "Because I have made memories and connections with people I will never forget or lose contact with" 	<p><i>Mission Fit</i></p> <ul style="list-style-type: none"> I have thoroughly enjoyed Collegiate Farm Bureau and have made an amazing network of those passionate about agriculture. It has helped me find a love of ag policy. <p><i>Unique Value</i></p> <ul style="list-style-type: none"> "Fellows – up to 8 students annually... key components: orientation, mentor pairing, D.C. trip." "I have had the opportunity to travel all over the U.S. network with individuals and grow as a leader and personally through CFB" <p><i>Partnership Potential</i></p> <ul style="list-style-type: none"> "Strong pipeline to YF&R, but capacity and facilitation at chapter level is inconsistent" 	<p><i>Operational Efficiency</i></p> <ul style="list-style-type: none"> "Students did not participate nor communicate well." "Collegiate officers running the club are a little too controlling"

Young Farmers & Ranchers (YF&R)

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Young Farmers & Ranchers (YF&R)	5	4	4	4	5	5	4	4	5	3	4	3	3	4.31	High turnout (515 vs. 350 prior year); strong networking and leadership development; major staff time commitment; big pipeline contributor.
Young Farmers & Ranchers (YF&R)	4.0	4.5	3.9	4.5	4.6	4.5	4.6	4.0	4.2	3.9	3.9	4.0	3.6	4.29	High outcomes and pipeline, room to improve reach west of the state. "Education, networking, food. It's all needed and good." "...great stepping stone for young adults... we need to build our post-YF&R programming."

Objective - Leadership, advocacy, networking for 18–35-year-olds; Includes state conference, contests, service

Performance Metrics	Strategic Alignment	Sustainability & Capacity
<p>Cost-Effectiveness</p> <ul style="list-style-type: none"> How valuable was YF&R based on financial cost to you? 52 responses - 4.4 mean (0, 1, 7, 14, 30) <p>Outcome Achievement</p> <ul style="list-style-type: none"> How valuable was YF&R based on time invested? <ul style="list-style-type: none"> 48 responses - 4.17 mean (2, 3, 6, 11, 26) How valuable was YF&R based on effort required? <ul style="list-style-type: none"> 52 responses - 4.38 mean (1, 1, 5, 15, 30) <p>Retention/Pipeline</p> <ul style="list-style-type: none"> How likely are you to recommend the program to others? <ul style="list-style-type: none"> 52 responses <ul style="list-style-type: none"> 63.46 NPS 9.62% detractors (5), 17.31% passives (9), 73.08% promoters (38) "I gave the score I did because although it's very informative, it is a little on the expensive side because it's a long ways for me to get there to attend. I would think it would be more reasonable to move it more to the center of the state. I think if it was in the center of this day, I believe there would be more younger people that would attend from the western side of the state." "The YF&R program and committee has helped me build connections and long term friendships with folks all over the state and the country that I wouldn't have met any other way." 	<p>Mission Fit</p> <ul style="list-style-type: none"> "I think this is the perfect program to get young farmers and ranchers engaged - I think that it has the opportunity to grow on a regional level, if you have the right individuals at the table." "I feel that YF&R is a fantastic gateway to greater involvement and leadership within the agriculture community." "I really enjoyed the YF&R conference and found it was a great place to meet new people and network. I also enjoyed some of the breakout sessions and the information they offered." <p>Unique Value</p> <ul style="list-style-type: none"> "It's a great program for introducing new members or recruits to Farm Bureau and showcasing its benefits." 	<p>Operational Efficiency</p> <ul style="list-style-type: none"> "My involvement with YF&R was limited to being a registered member and attending the annual meeting. Unfortunately, subsequent engagement was significantly constrained by scheduling conflicts stemming from the demands of the farm operation. The timing of many YF&R events often overlapped with critical periods when I needed to be working on the farm, making consistent participation logistically impossible. My intent to engage was always strong, but I faced a direct conflict between farm duties and event schedules." "Well they usually don't do anything for people who live in north central or western Kansas it seemed like the whole time it was meant more for farmers out in eastern Kansas"

Leadership KFB

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Leadership KFB	3	5	3	4	5	5	5	4	5	3	4	3	2	4.10	Alumni in 60% of voting delegate seats; high-intensity, transformational; \$250 participant fee; limited evaluation beyond exit interviews.
Leadership KFB	4.4	4.7	4.0	4.6	4.3	4.8	4.7	3.9	4.3	3.8	4.0	4.2	3.6	4.34	Strong depth, outcomes, mission fit. <i>"This is an incredible program and you will reap the benefits for years to come."</i> <i>"...the amount learned and the relationships developed."</i>
Leadership KFB	4.2	4.6	4.0	4.5	3.8	4.8	4.7	3.9	4.3	3.8	4.0	4.2	3.6	4.34	Widely viewed as an excellent "introductory" leadership program. Participants appreciated exposure to Kansas agriculture diversity, policy processes, and FB operations. Trips (especially DC) were particularly impactful. Small class sizes fostered deep relationships and candid discussion. Strong overall, but suggestions for more alumni engagement, opportunities to reconnect, and additional staff/board involvement for networking. Some concern about time commitment and fit for participants with young families. A few negative impressions of board professionalism when accompanying trips.

Objective - Yearlong, 6-session leadership program for voting members; experiential learning + DC trip

Performance Metrics	Strategic Alignment	Sustainability & Capacity
<p><i>Reach</i></p> <ul style="list-style-type: none"> “The program attracts people who are already involved, but it could do more to reach emerging leaders who haven’t had a chance yet.” <p><i>Depth of Engagement</i></p> <ul style="list-style-type: none"> “The time commitment was tough, especially for younger participants balancing jobs and families.” <p><i>Cost-Effectiveness</i></p> <ul style="list-style-type: none"> \$250 participant fee; high donor support (Leaders Circle) How valuable was LKFB based on financial cost to you? <ul style="list-style-type: none"> 14 responses – 4.86 mean (0, 0, 0, 2, 12) <p><i>Outcome Achievement</i></p> <ul style="list-style-type: none"> How valuable was LKFB based on time invested? <ul style="list-style-type: none"> 14 responses – 4.93 mean (0, 0, 0, 1, 13) How valuable was LKFB based on effort required? <ul style="list-style-type: none"> 12 responses – 5 mean (0, 0, 0, 0, 12) <p><i>Retention/Pipeline</i></p> <ul style="list-style-type: none"> How likely are you to recommend the program to others? <ul style="list-style-type: none"> 14 responses <ul style="list-style-type: none"> 5 78.57 NPS 5 7.14% detractors (1), 7.14% passives (1), 85.71% promoters (12) 5 “This is an incredible program and you will reap the benefits for years to come.” 5 “I think Leadership KFB have me new opportunities to think about how I can be involved in my community. I think we sometimes struggled to have real, honest discussions about the future of ag.” 5 I loved Leadership KFB. It introduced me to so many people and opportunities I never would have had on my own. It also bolstered my understanding of KFB, the Kansas ag scene on multiple levels and broadened my mind to different ways of thinking. I highly recommend it to all!” 	<p><i>Mission Fit</i></p> <ul style="list-style-type: none"> “The mix of classroom sessions and real-world visits worked well. You could see how policy and leadership intersect.” “My time in LKFB was extremely valuable to me. I gained lifelong friends and immersed myself into the world of KS Agriculture. I was challenged in my thinking styles and became more passionate about finding ways to support KS farmers and ranchers.” “It’s a powerful program for building confidence and networks – KFB just needs to keep that energy going after it ends.” <p><i>Unique Value</i></p> <ul style="list-style-type: none"> “The staff and facilitators made us feel seen. It wasn’t just about leadership – it was about community.” “I appreciated the balance of professional and personal development – it’s rare to have that in one program.” “I greatly appreciated how this program pushed us out of our comfort zones. It gave us actionable leadership skills and crucial conversation experience to take home and build upon. I attribute many of the ways I am active in my community (hospital board, a non-profit board, a state health committee) to my experiences at Leadership KFB. I am extremely thankful for the opportunity.” <p><i>Partnership Potential</i></p> <ul style="list-style-type: none"> “Leadership KFB opened doors I didn’t even know existed – it connected me to people across the state who are now part of my support system.” “Leadership KFB should connect more intentionally to county-level engagement – that’s where the leadership pipeline really matters.” <p><i>Brand & Reputation Impact</i></p> <ul style="list-style-type: none"> “I left the program energized but uncertain what came next – there’s a gap after graduation where momentum gets lost.” “Success is in the stories... 60% of voting delegates were Leadership KFB.” 	<p><i>Operational Efficiency</i></p> <ul style="list-style-type: none"> “It’s well structured, but sometimes too rigid – there’s room for more flexibility and personal focus.”

Casten Fellows

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Casten Fellows	2	5	2	4	4	5	5	4	5	3	4	3	2	3.63	Biennial small cohort (~6) with international travel; highly selective; national recognition; high per-person cost but deep impact.
Casten Fellows	3.9	4.6	2.8	4.2	3.7	4.2	4.5	4.0	4.0	2.9	3.0	2.6	3.0	3.63	Moderate scores in outcomes/depth; cost sentiment drags cost-effectiveness to mid-range. <i>"It changed the way I look at the world."</i>
Casten Fellows	3.8	4.3	2.8	4.2	3.6	4.2	4.5	4.0	4.0	2.9	3.0	2.6	3.0	3.63	Praised for international travel and broader worldview. Participants valued networking, cross-cultural exposure, and access to KFB leadership. However, concerns were raised about program structure, clarity of objectives, and inconsistent facilitation. Desire for clearer program objectives and stronger facilitation (some felt content and speakers lacked depth). Administrative gaps noted (e.g., no emergency protocol during international trip, shifting locations/dates, staffing turnover). Participants wanted more in-person meetings before travel and a deeper structured debrief afterward.

Objective - Biennial, small high-level leadership cohort with international travel, deep discussion, community presentations

Performance Metrics	Strategic Alignment	Sustainability & Capacity
<p><i>Reach</i></p> <ul style="list-style-type: none"> Recognized nationally (New Horizon Award) <p><i>Cost-Effectiveness</i></p> <ul style="list-style-type: none"> How valuable was Casten Fellows based on financial cost to you? <ul style="list-style-type: none"> 9 responses – 4 mean (0, 0, 3, 3, 3) <p><i>Outcome Achievement</i></p> <ul style="list-style-type: none"> How valuable was Casten Fellows based on time invested? <ul style="list-style-type: none"> 9 responses – 4.33 mean (0, 0, 1, 4, 4) How valuable was Casten Fellows based on effort required? <ul style="list-style-type: none"> 9 responses – 4.11 mean (0, 0, 1, 6, 2) <p><i>Retention/Pipeline</i></p> <ul style="list-style-type: none"> How likely are you to recommend the program to others? <ul style="list-style-type: none"> 9 responses <ul style="list-style-type: none"> 22.22 NPS 22.22% detractors (2), 33.33% passives (3), 44.44% promoters (4) "I do love the concept of Casten Fellows & did learn a lot, especially about agriculture in the countries traveled. However, I think the curriculum could be altered to better serve the needs of members." "I strongly recommend those who are ready for the experience to take part. I do believe there are other FB programs that are better fit for some who aren't ready for the personal development that comes with the Casten Fellows program." "I loved the international component of Casten Fellows. The tours, content and places visited were exceptional but the execution of the staff was rough but I understand that has been corrected so I won't harp on that. I do think something different needs to be done for the content of the meetings leading up to the trip. I'm not sure how valuable or applicable it was or has been to my life. I don't have a good answer on what it should look like but I do know I didn't love that part at all. It just didn't mesh well." 	<p><i>Mission Fit</i></p> <ul style="list-style-type: none"> "I really valued the global perspective – it helped me see advocacy in a much broader way." "It gave me confidence to represent Kansas agriculture on a bigger stage. I just wish there were next-step opportunities when you return." "It changed the way I look at the world" <p><i>Unique Value</i></p> <ul style="list-style-type: none"> "It was a life experience for me. I had never traveled internationally before, and most people start off with Mexico or Canada – I dove right into Africa." "I wish everybody could get that kind of experience – being half a world away changes how you see agriculture here at home." "The in-person sessions and travel were the most impactful. That's where the real learning and growth happened." <p><i>Potential Partnerships:</i></p> <ul style="list-style-type: none"> "The cohort I was part of became very close and helped me gain some amazing contacts across the state. Since our cohort, I believe improvements have been made to the program based on feedback. Casten Fellows can be a great step in a persons leadership journey." <p><i>Brand & Reputation Impact</i></p> <ul style="list-style-type: none"> "Sometimes I wasn't sure how what we were doing connected back to Kansas Farm Bureau. The connection between global experiences and local impact could be clearer." 	<p><i>Financial Stability</i></p> <ul style="list-style-type: none"> Donor funded <p><i>Operational Efficiency</i></p> <ul style="list-style-type: none"> "The small class size made it feel more personal and gave us space to build real relationships with the other fellows." "Some of the online assignments felt too much like college work – good content, but the structure took away from the excitement of the program." "The trip was incredible, but I wish there had been more structured preparation for what we'd see abroad." "There's a lot of potential for continued engagement after the program ends – but that part feels underdeveloped." "It's a masters-level program – 'learning to learn on your own'... international travel experience." "The Casten program is a little bit different compared to the leadership KFB program, with meetings by Zoom; it takes a little longer to develop connections with the other participants and facilitators, but it still has great leadership content to continue to improve yourself and implement in your life."

Dual Program Participants

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Dual Program Participants	4.0	4.5	3.2	4.6	4.2	4.6	4.8	4.1	4.5	3.4	3.5	3.0	3.5	4.10	

Ag Academy

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Ag Academy / Campaign School / CMS Training	2	3	3	3	3	4	3	3	3	3	3	3	3	3.12	Niche audiences; potential to scale with more promotion; limited evidence of outcomes from notes.
Ag Academy	3.6	3.8	3.7	3.9	3.5	4.2	4.0	3.6	3.8	3.6	3.7	3.7	3.3	3.79	Decent depth from time/effort value, moderate outcomes, fair pipeline (post-engagement "yes" rate). "I wanted to learn more about KFB and Ag throughout KS."

Objective – Provide participants with a statewide, capsule-style educational experience on Kansas agriculture and policy, equipping them to take knowledge back into their communities rather than focusing on leadership development

Performance Metrics	Strategic Alignment	Sustainability & Capacity
<p><i>Reach</i></p> <ul style="list-style-type: none"> ~20 participants annually, from diverse professions (bankers, legislators, ag extension, lobbyists, etc.) <p><i>Cost-Effectiveness</i></p> <ul style="list-style-type: none"> Registration: \$100 (plus travel/hotel) Program costs: ~\$4,200; budgeted net ~\$2,200 after participant fees How valuable was the program based upon financial cost to you? <ul style="list-style-type: none"> 12 responses – 4.75 mean (0, 0, 0, 3, 9) <p><i>Outcome Achievement</i></p> <ul style="list-style-type: none"> How valuable was the program for your role / professional growth? <ul style="list-style-type: none"> 12 responses – 4.17 mean (0, 0, 3, 4, 5) How valuable was the program based on the time required? <ul style="list-style-type: none"> 12 responses – 4.5 mean (0, 0, 1, 4, 7) How valuable was the program based upon effort required? <ul style="list-style-type: none"> 12 responses – 4.42 mean (0, 0, 0, 7, 5) <p><i>Retention/Pipeline</i></p> <ul style="list-style-type: none"> "If possible, an Ag Academy cohort of just NRCS employees would be wonderful and would allow more NRCS employees to participate each year." After participating, what further advocacy actions did you take? <ul style="list-style-type: none"> 12 responses – 3 outreach, 2 campaigns, 6 leadership roles, 3 none, 5 other 	<p><i>Mission Fit</i></p> <ul style="list-style-type: none"> "I wanted to broaden my professional network and increase my awareness of businesses and organizations across Kansas. Additionally, I was interested in gaining a deeper understanding of the FB organization and exploring potential opportunities to become more actively involved." "Excellent opportunity to learn about other parts of the state and the issues involving and affecting their agricultural endeavors." <p><i>Unique Value</i></p> <ul style="list-style-type: none"> "If you look at cost to KFB (minimal), amount of people through the program, and wide diversity of occupations and demographics – it's one of the best things we do." "This program was fantastic to learn about different types of agriculture and related industries in Kansas. I would have liked either more information upfront or some sort of follow-up after each capsule, but I do feel that I still got tremendous value from the time that we had for each capsule." <p><i>Partnership Potential</i></p> <ul style="list-style-type: none"> "I really enjoyed Ag Academy and think it's a great program! I think ag majors in college and high school seniors (maybe a shorten version) would benefit from it as well. I am not sure that colleges/universities or high school counselors always present job opportunities in agriculture that are not traditional occupations, and this program brings these opportunities to the forefront!" 	<p><i>Operational Efficiency</i></p> <ul style="list-style-type: none"> "I feel it is noteworthy to make a recommendation to others, but I also feel that there is definitely room for improvement." "I'm a former teacher, and this reminded me of a well run in service." (I'd like to see) "More science-based education on a variety of ag related subjects."

<ul style="list-style-type: none"> • Have you engaged with KFB since your participation in the program? <ul style="list-style-type: none"> ○ 12 responses – 9 yes, 3 no • How likely are you to recommend this program to others? <ul style="list-style-type: none"> ○ 12 responses <ul style="list-style-type: none"> ▪ NPS 75 ▪ 0% detractors (0), 25% passives (3), 75% promoters (9) ▪ Note: all scores were 7, 8, 9, or 10 ▪ "Having some sort of Ag Academy alumni program, so we could continue to learn from each other – even if it was a twice-yearly newsletter or some sort of event at the Kansas State Fair for Ag Academy alums." 	<ul style="list-style-type: none"> • "Open it up to FFA chapters and schools. If we open these opportunities to our youth, there is a better retention as they grow in the organization." <p><i>Brand & Reputation Impact</i></p> <ul style="list-style-type: none"> • "I chose to participate in the KFB Ag Academy for two primary reasons: to deepen my knowledge of Kansas agriculture and the organization's role, and to gain comparative insight into leadership development programs. I saw Ag Academy as a vital opportunity to gain a first-hand, comprehensive view of the diverse facets of production agriculture across Kansas and the state-level work of KFB. My goal was to move beyond my current engagement level to better understand the organization's mission of advocacy, education, and service. As someone who frequently recommends agriculture and leadership development programs to peers, I wanted to experience Ag Academy directly. I am familiar with the reputation and scope of the KARL Program and wanted to be able to compare the two to provide informed and confident recommendations to future leaders in our community." • "More emphasis on engaging with non-Farm Bureau members, trying to increase membership." 	
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Campaign School

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Ag Academy / Campaign School / CMS Training	2	3	3	3	3	4	3	3	3	3	3	3	3	3.12	Niche audiences; potential to scale with more promotion; limited evidence of outcomes from notes.
Campaign School	3.8	3.9	3.9	4.0	3.6	4.1	4.0	3.8	3.9	3.7	3.8	3.8	3.5	3.86	Solid outcome (recs), opportunity in reach and partnerships. "...be successful if and when I want to run for a local position."

Objective – Deliver nonpartisan, nuts-and-bolts campaign training to encourage more qualified candidates for local and state office, while reducing fear of running for office

Performance Metrics	Strategic Alignment	Sustainability & Capacity
<p><i>Reach</i></p> <ul style="list-style-type: none"> More neutral and bipartisan outreach to a broader range of constituencies in marketing this resource. <p><i>Cost-Effectiveness</i></p> <ul style="list-style-type: none"> Two formats: 2-day program (\$350 nonmembers / \$300 members) and 4-hour mini sessions (\$85 nonmembers / \$60 members) Costs subsidized by KFB; counties often host/cover meals How valuable was the program based upon financial cost to you? <ul style="list-style-type: none"> 24 responses – 4.75 mean (0, 0, 0, 6, 18) <p><i>Outcome Achievement</i></p> <ul style="list-style-type: none"> How valuable was the program for your role / professional growth? <ul style="list-style-type: none"> 25 responses – 4.64 mean (0, 0, 0, 9, 16) How valuable was the program based on the time required? <ul style="list-style-type: none"> 25 responses – 4.8 mean (0, 0, 0, 5, 20) How valuable was the program based upon effort required? <ul style="list-style-type: none"> 24 responses – 4.71 mean (0, 0, 0, 7, 17) "We spearheaded a ballot initiative to move from 3 to 5 county commissioners – which we passed!" "I thought that the campaign school was excellent – the materials were wonderful. After attending, I was considering the commissioner race when a school board position became available, and I was asked to run a write-in campaign, as the other candidates were less than desirable. I was successful in that race and am in my second year as a board member. I plan to use some of the material with our board as we explore a bond issue for our district" 	<p><i>Mission Fit</i></p> <ul style="list-style-type: none"> We need to empower fresh voices in various elected offices – campaign school is a critical tool Because I had a very good experience. I also think it helps build more serious prepared candidates, which is good for our community. <p><i>Unique Value</i></p> <ul style="list-style-type: none"> "I found it to be the best introduction to the structure and mechanics of a local campaign, better than anything the local or state party was offering." "I had run across some information about it at my local Chamber and I wanted to know more about how campaigning worked and what I could do to be successful if and when I want to run for a local position." (Other offerings I'd like to see) "Opportunities for input on FB policy and political endorsements" "learn about the state / local election process" <p><i>Partnership Potential</i></p> <ul style="list-style-type: none"> "Get the word out to more groups with an interest in policymaking" 	<p><i>Operational Efficiency</i></p> <ul style="list-style-type: none"> Uses American Farm Bureau curriculum with Kansas-specific add-ons "good information but campaigns and communities are different and unique, it was difficult to meet everyone's needs" "I think we need to work on the why to run for office piece to attract more people to serving our small communities." "conduct shorter, more specific campaign schools for local, county, and state offices" (I would like to see) "Preparing for debates or public forums" (I would like to see) "state and federal legislative updates/state legislative forums"

Retention/Pipeline

- After participating, what further advocacy actions did you take?
 - 25 responses – 6 outreach, 20 campaigns, 9 leadership roles, 1 none, 1 other
- Have you engaged with KFB since your participation in the program?
 - 25 responses – 8 yes, 17 no
- How likely are you to recommend this program to others?
 - 25 responses
 - 88 NPS
 - 0% detractors (0), 12% passives (3), 88% promoters (22)
 - Note: all scores were 7, 8, 9, or 10
 - "Get the information out there, find a way to get it out to college age/young professionals because they will be our future leaders and this would be a great way to get them on the right path for knowledge and success. Share it possibly with the student senate groups – but also with sororities, fraternities, and the young professionals' groups within our communities."

CMS Training

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Ag Academy / Campaign School / CMS Training	2	3	3	3	3	4	3	3	3	3	3	3	3	3.12	Niche audiences; potential to scale with more promotion; limited evidence of outcomes from notes.
CMS Training	4.1	4.2	4.1	4.3	3.8	4.3	4.2	4.0	4.2	3.9	4.0	4.0	3.8	4.10	Good depth/outcomes, leverage for mission fit & brand. "...good training to improve your communication skills."

Objective – Train members to confidently share their farm stories, give media interviews, and testify effectively – developing articulate advocates for agriculture

Performance Metrics	Strategic Alignment	Sustainability & Capacity
<p><i>Reach</i></p> <ul style="list-style-type: none"> 8–9 years running; ~10 participants per cohort Outreach and seeking individuals to participate – encouraging county Farm Bureaus to do a better job at getting members to participate in this program. <p><i>Cost-Effectiveness</i></p> <ul style="list-style-type: none"> No participant cost (KFB covers food, hotel, space) "Not sure the cost but I believe my county covered it so that could be a hold up for some folks" How valuable was the program based upon financial cost to you? <ul style="list-style-type: none"> 11 responses – 4.82 mean (0, 0, 0, 2, 9) <p><i>Outcome Achievement</i></p> <ul style="list-style-type: none"> How valuable was the program for your role / professional growth? <ul style="list-style-type: none"> 11 responses – 4.73 mean (0, 0, 0, 3, 8) How valuable was the program based on the time required? <ul style="list-style-type: none"> 11 responses – 4.91 mean (0, 0, 0, 1, 10) How valuable was the program based upon effort required? <ul style="list-style-type: none"> 11 responses – 4.91 mean (0, 0, 0, 1, 10) <p><i>Retention/Pipeline</i></p> <ul style="list-style-type: none"> After participating, what further advocacy actions did you take? <ul style="list-style-type: none"> 10 responses – 4 outreach, 2 campaigns, 5 leadership roles, 1 none, 4 other Have you engaged with KFB since your participation in the program? <ul style="list-style-type: none"> 11 responses – 10 yes, 1 no 	<p><i>Mission Fit</i></p> <ul style="list-style-type: none"> "To be the most effective I can be at delivering my message" "I think its a great opportunity to learn about yourself and how to interact with others when there are hot topics." <p><i>Unique Value</i></p> <ul style="list-style-type: none"> "To improve myself in communication skills from public speaking, interviews, and learning more about communicating through non-traditional methods such as social media" "There is a need for people with that skill set. I feel I lack in that area and wanted to improve upon myself. The local news channels got my number and they keep calling so I wanted to be more prepared" <p><i>Partnership Potential</i></p> <ul style="list-style-type: none"> "My idea was to start a podcast with Farm Bureau, I would love for that to still happen." 	<p><i>Operational Efficiency</i></p> <ul style="list-style-type: none"> "I am not always pleased with the role or action the group takes" "Media training was way too advanced. I just wanted to present myself to the public well and not what not to say. I do not want to give interviews!" "I liked the CMS training because it provided an interactive approach to the training, where we had to actively participate and give a speech at the beginning and at the conclusion, where we were able to implement what we learned during the program to improve our speeches." <p><i>Evaluation Readiness</i></p> <ul style="list-style-type: none"> "People leave this training confident and the change is immediate – growth in a short amount of time."

- How likely are you to recommend this program to others?
 - 11 responses
 - 81.82 NPS
 - 0% detractors (0), 18.18% passives (2), 81.82% promoters (9)
 - Note: all scores were 8, 9, or 10
 - "I can talk to just about anyone, and as long as I know what I am talking about, I can talk in front of large groups. When sharing information or talking specifically to groups - I thought it would be important to learn new skills about speaking to someone or a group about specific needs/information."
 - "To be more comfortable in engaging others, public speaking and possible interviews"

Dietetics Program

Program	Reach	Depth of Engagement	Cost-Effectiveness	Outcome Achievement	Retention / Pipeline	Mission Fit	Unique Value	Partnership Potential	Brand & Reputation Impact	Staffing Capacity	Financial Stability	Operational Efficiency	Evaluation Readiness	Weighted Average	Key Notes / Evidence
Dietetics	3.2	3.5	3.6	3.5	3.3	3.8	3.6	3.5	3.5	3.4	3.3	3.3	3.1	3.44	Smaller response set: scores lean on neutral baselines where comments were scarce

Objective – Expose dietetic students (future nutrition professionals) to Kansas farming through panels and farm tours, building trust, knowledge, and positive perceptions of modern agriculture

Performance Metrics	Strategic Alignment	Sustainability & Capacity
<p><i>Reach</i></p> <ul style="list-style-type: none"> Farm to Fork K-State – 35 attendees Farm to Fork KU – 29 attendees <p><i>Depth of Engagement</i></p> <ul style="list-style-type: none"> Events include an evening panel/discussion and a new 3-day farm tour Ag Immersion – "I think that something that would have been cool to add would be a workshop or activity for us to participate in. This could be in an area such as helping the farmer load the produce, doing a cooking demonstration with local products, or even volunteering at a food bank." Farm to Fork K-State – "Bringing K-State Health and Human Sciences College – primarily in conjunction with K-State's Student Dietetics Association – together with food, farmers, and a health professional to put a face to farmers, build relationship and trust in the food system and to create an open dialogue." Farm to Fork KU – "Bringing KU Med Centers Dietetics Internship Program – together with food, farmers, and a health professional to put a face to farmers, build relationship and trust in the food system and to create an open dialogue." <p><i>Cost-Effectiveness</i></p> <ul style="list-style-type: none"> Shared costs: ~\$3,000 for evening; ~\$5,000 for tours (split with partners) Minimal participant cost <p><i>Outcome Achievement</i></p> <p>Ag Immersion</p> <ul style="list-style-type: none"> On a scale of 1 to 5, how valuable was this experience <ul style="list-style-type: none"> Reported score = 4.91 I feel knowledgeable about food <ul style="list-style-type: none"> Pre Tour = 3.91, Post Tour = 4.73 	<p><i>Mission Fit</i></p> <ul style="list-style-type: none"> "It makes a difference for these students... you can create farm fans from people who have no knowledge or limited experience." Ag Immersion – "Talking, learning, and getting to know the farmers that produce our food. This helps me to feel more connected with my food and allows me to have knowledge to discuss farm to table with my patients/clients." Farm to Fork K-State – "I really enjoyed getting to correlate dietetics to farm. As a dietetic student, we have really missed out on the background of where the food comes from & I was informed so much during this event!" Farm to Fork K-State – "I enjoyed the discussion about debunking some misconceptions that often give farmers and ranchers a bad rap." Farm to Fork KU – "I found the farmer's discussion very knowledgeable on framing processing, food consumption and sustainability. Also, got great insights on nutrition communications from Cara." <p><i>Unique Value</i></p> <ul style="list-style-type: none"> Ag Immersion – "Interaction with various professionals that differ from our dietetics career path, yet still find similarities and commonalities within our work. The overlap was so cool to see, and very helpful in the learning process." Farm to Fork K-State – "I loved that this provided a wholistic learning opportunity for farmers and dietitians alike. I would love to see this event advertised to ag students as well to ensure that students in agriculture get this experience from the dietetic perspective." Farm to Fork K-State – "Loved the event! Learned so many useful things that I can share with others to help them make informed decisions about food!" Farm to Fork KU – "First, the food was amazing! It was so cool to see how different products from farms can be used to 	<p><i>Financial Stability</i></p> <ul style="list-style-type: none"> Small but meaningful program; sustainable with partners but vulnerable if partners withdraw <p><i>Operational Efficiency</i></p> <ul style="list-style-type: none"> Ag Immersion – "Printed handouts or information fact sheets that we could carry around with us. There was some information in the agenda, but it would have been nice to have it on paper" Ag Immersion – "Each stop was different and showcased great diversity" Farm to Fork KU – "I like that we got to talk to the farmers instead of just listening to presentations! It made the experience more personable."

<ul style="list-style-type: none"> • I feel knowledgeable about farming <ul style="list-style-type: none"> ○ Pre Tour = 1.00, Post Tour = 4.18 <p>Farm to Fork K-State</p> <ul style="list-style-type: none"> • On a scale of 1 to 5, how valuable was this experience <ul style="list-style-type: none"> ○ Reported score = 4.89 • I feel knowledgeable about food <ul style="list-style-type: none"> ○ Pre Tour = 4.03, Post Tour = 4.27 • I feel knowledgeable about farming <ul style="list-style-type: none"> ○ Pre Tour = 2.87, Post Tour = 3.79 <p>Farm to Fork KU</p> <ul style="list-style-type: none"> • Attendees rated the event <ul style="list-style-type: none"> ○ 5 of 5 • I feel knowledgeable about food <ul style="list-style-type: none"> ○ Pre Tour = 4.00, Post Tour = 4.53 • I feel knowledgeable about farming <ul style="list-style-type: none"> ○ Pre Tour = 2.57, Post Tour = 4.00 	<p>make different dishes. It was really cool to see all of the science that goes into producing food.”</p> <p><i>Partnership Potential</i></p> <ul style="list-style-type: none"> • Partners with soybean organizations; targets K-State and KU undergrad/grad students • Some tension with other commodity groups (e.g., KS Beef) who see it as overlapping with their efforts • "Speaking with dieticians employed at each farm to understand their approach to assessing animals' nutritional needs compared to humans" 	
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Ag Education Resources Ag in the Classroom Comparison

- 31 of 49 survey respondents currently use Ag in the Classroom resources.
 - 6 responses KFB resources are better
 - 19 responses KFB resources are the same or less useful

Leadership Survey Response

- Did your participation lead you to join or consider other KFB programs?
 - 95 responses – 64 yes (67.37%)
 - Responses include state committees, women's chair, county board, special committees (at state level), other KFB programs (YF&R, LKFB, Casten), foundation for ag, Ag Academy

Advocacy Survey Response

- In what ways have you continued your involvement with KFB?
 - Responses included – Collegiate FB, YF&R, working with local county coordinator, state committee, county involvement, started/maintained membership, attendance at meetings, AFBF work, communications/podcasts for KFB
- "To be honest I haven't had any outreach from FB to know what is available or communication of what I should be aware of."