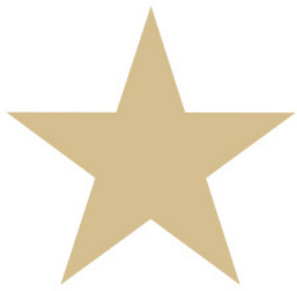


2020 ANNUAL REPORT



Legendary Leadership



KARL Class XV is not only navigating a pandemic, but also in the middle of an evolutionary and innovative process to refresh the look, feel, and direction of the legendary leadership program dedicated to rural Kansas, and the agriculture industry. Stay tuned. We are just getting started!

What's New?

The Kansas Agriculture and Rural Leadership Program is moving forward. This premiere leadership program is getting a refreshed look, the curriculum is evolving so that it can best meet the needs of the next generation of leaders across Kansas. The focus is still agriculture and rural communities, but there is so much more. We can't wait to show you where we're going!

A few highlights from 2020:

- KARL Café - virtual conversations
- KARL Fellows survey
- A refreshed program look
- Updated curriculum and experiences
- Financial milestones impact program confidence
- Multi-year gifts for long-term planning



Fellow Kansan, and Secretary of State, Mike Pompeo, hosted the KARL class at the U.S. Department of State in Washington D.C. in February. The class found Secretary Pompeo to be candid and personable as he shared his passion for life, insight into how he balances the many demands on his time and what leadership means to him. The visit is surely to be treasured as a highlight of the program for Class XV Associates.



Jill Zimmerman
President
Class V

"Legendary leaders positively respond and adapt to the challenges ahead."

From The President

A small vision won't cut it in this environment. Now, more than ever, legendary leaders are needed to boldly advance agriculture and our rural communities. We have taken a proven leadership program and refreshed how we look at leadership and the challenges facing rural Kansas. It's been more than ten years since the KARL Program has embarked on a branding effort, and a lot has changed in those years dating back to the start of KARL in the early 1990s. With the vision of a driven board, caring alumni, and inspired stakeholders, this program is marching forward.

As with any good challenge, the only way to flourish and grow is to tackle those challenges head-on. We'd all agree that 2020 has been like no

other, but with that comes the opportunity for legendary leaders to be the difference makers who can and will continue to step up. Legendary leaders positively respond and adapt to the challenges ahead.

You know first-hand the demands of our world, agriculture, and rural Kansas. You also know legendary leaders because you are one and are surrounded by them every day. The pace of change is accelerating, and so are the uncertainties of our world. We are in new and uncharted waters, which provides each of you and the KARL program a unique opportunity.

The ability to **BE LEGENDARY** is within each one of us. All we have to do is embrace our responsibility and act accordingly!



Steve Baccus
Board Chair
Class I

"The directors are people who devote their time to advancing the program. They understand it, and they believe in it with their whole hearts."

From The Board Chair



Legendary Leaders.

We did a refresh of our brand this year.

We updated our logo and our tag line. It is now a more powerful brand, more emblematic of the new, revised, and updated KARL program curriculum.

I like the new tagline, especially. Not only does it have a nice ring to it, but it exemplifies people I get to work with regularly, like our KARL Board of Directors. When I think of Legendary Leaders, all sorts of people come to mind. World leaders that I respect. National, state, and local leaders of all kinds come to mind.

I have a good friend who has devoted his life to feeding the underprivileged here in the United States and abroad. He champions food packaging events.

These events provide 100,000 meals to events where they package over one million!

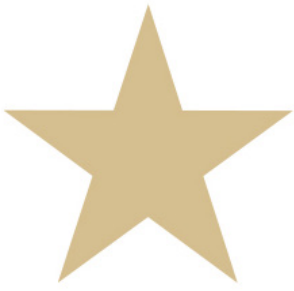
He met a little Haitian girl who was dirty, muddy, and hungry. When he picked her up, she said, "feed me."

It changed his life. He is a Legendary Leader.

The KARL directors are people who devote their time to advancing the KARL program. They understand it, and they believe in it with their whole hearts. They work an untold number of hours without compensation of any kind. Not for their time. Not for their travel. Not for their hotel rooms, but they persevere because they believe.

Each of these leaders knows that KARL is the premier leadership program in the State of Kansas.

They know that KARL can, has, and will produce Legendary Leaders for our industry, our state, and our nation!



The KARL program has had decades of proven seminars and a traditional curriculum. The curriculum continues to evolve, with a refresh of traditional elements, and the addition of components that are innovative and relevant in today's ever-changing world.

Curriculum Updates

Enhancing curriculum to meet the needs of our dynamic and diverse classes has been a program goal. The program has added new components that not only provide a unique learning experience, but give associates a unique opportunity to learn more about their own leadership styles and strengths and how these can be applied to everyday life.

KARL is continually seeking ways to provide a cutting edge experience for associates. From Blue Chip seminars to a Fortune 500 company, understanding the need for civil discourse in an election year, to learning how civic leadership can be a balancing act, each seminar brings value and perspective that associates can take back to their colleagues and communities.



During the National Study Seminar, KARL Class XV experienced Washington, D.C. and before heading home, had the unique opportunity in Pennsylvania to experience the FCC Services Gettysburg Leadership Experience. Thanks to Farm Credit Associations of Kansas for lessons in leadership.

Lessons From A Battlefield

During the National Study Seminar, KARL Class XV experienced Washington, D.C. and before heading home, had the unique opportunity in Pennsylvania to experience the FCC Services **Gettysburg Leadership Experience**.

"In this fast-paced world, we need to equip leaders with tools to make solid decisions and work together to help rural communities and agriculture prosper and grow," said Mark Winger, chief credit officer at Farm Credit of Western Kansas, who is a Class III Fellow and past KARL board chair.

"I'm excited that we are teaming up to increase our support for KARL and provide this incredible experience at Gettysburg."

"Our common values in agriculture and rural Kansas, and our support for the KARL Program to develop leaders makes good sense," Winger added.

Farm Credit has a rich history with the program as both are deeply rooted in developing agriculture and rural Kansas. The partnership between these two entities provides a true champion for leadership development in Kansas. **Thanks to Farm Credit Associations of Kansas for lessons in leadership.**

"In this fast-paced world, we need to equip leaders with tools to make solid decisions and work together to help rural communities and agriculture prosper and grow."

MARK WINGER, CCO
FARM CREDIT
ASSOCIATIONS
OF KANSAS.

Seminar Additions

Ag Literacy. Why just telling our story is not good enough in today's world.

Gettysburg Leadership Experience. Achieve not just transitional leadership, but transformational leadership.

Civil Discourse. We need the practice of deliberative democracy, civic education, and group communication.

"Ruralpreneurship." With The Huck Boyd Institute rural revitalization data concerning population change in Kansas and encouraging entrepreneurship as a grass-roots solution.

Dale Carnegie. Learning techniques for engagement and effective communication through the legendary principles "How to Win Friends and Influence People."

Infrastructure. A solid system for community success.

Gallup CliftonStrengths Experience. A personal development tool and its impact on teamwork.

Dauntless Leadership. Individual assessment and self management.

Pandemic Pivoting to provide a combined version of traditional face-to-face engagement with virtual training to stay connected for impact and growth.



The Newest Class of *Legendary Leaders*

KARL Associates. That's how we categorize the class of legendary leaders. This group of individuals from across Kansas has not only encountered new challenges in the world around them, they've conquered them. These essential workers from across the state have had the opportunity to weigh in on topics that impact not only the state of Kansas, but local counties and communities as we fight the global pandemic known as COVID-19.

As the 15th class of associates works toward gaining fellowship in the KARL network of alumni, the program challenges them, provides new experiences, and fosters relationship building that will not only help them in this two-year leadership journey, but their journey beyond graduation. This diverse group of leaders is poised to take on the newest set of challenges facing the industry and our state.



Kim Baldwin
Inman



J.J. Bebb
Mound Valley



Leland Brown
Lenexa



Allison Burenheide
Kansas City



Darci Cain
Ellis



Stewart Cauble
Liberal



Amy Doane
Downs



Jessica Ebert
Tescott



Karly Frederick
Alden

As a mid-career professional with both a background and future in Kansas, I was drawn to the program to "catch a vision" for how I might continue to make a difference in our state. The program is suited to do just that. It is informational, relationship-building, and outlook changing.

Justin Kastner
Manhattan



Roy Frey
Sabetha



Sean Gatewood
Topeka



Kayla Jarvis
Phillipsburg



Justin Kastner
Manhattan



Austin Love
Garden City



Leigh Ann Maurath
Oakley



Kyler Millershaski
Lakin



Jesse Muller
Liberty



Jackie Mundt
Preston



Andrew Ochampaugh
Russell



Garrett Reiss
Saint George



Kendra Riley
Dexter



JR Robl
Wichita



Clay Schemm
Sharon Springs



Anthony Seiler
Wichita



Bob Tempel
Garden City



Debra Teufel
Hutchinson



Shawn Thiele
Manhattan



Beth Weibert
Abilene





With significant gifts, we have been able to make leaps toward our goals and set new standards for the program. As we look ahead to newfound opportunities we are grateful for the investment of industry partners and individuals who support the KARL mission.

Financial Milestones

Investments in the program this past year have provided opportunity to branch out and grow in innovative ways. All gifts make an impact and are just part of what makes the KARL program unique. The program is sustained through donations and grants, as well as the generosity of those who plan for gifts into the future. Gifts in 2019 set a new record that shows the commitment, belief, and confidence in the KARL mission.

Moving forward, the program is looking toward multi-year gifts that provide support over a given period of time. These types of gifts provide the ability to plan further out and explore new and exciting ways KARL can continue to develop the next generation of Kansas leaders.



Moving forward is a team effort. During team building exercises at Rock Springs 4-H Center, the class learned how to adapt, persevere and tackle challenges as a team, and individually. The center was home to a portion of the Genesis Seminar that kicked off the two-year journey for Class XV.

Gift Honors Jack Vanier

The children of Jack and Donna Vanier have gifted a three-year gift to support deepened leadership experiences and growth through the KARL Program. Jack Vanier served as a member of the original KARL board of directors and was instrumental in setting the standards for the program's mission to prepare and connect rural leaders for service to not only agriculture but the state of Kansas.

"When we approached Jack about establishing KARL 30 years ago, he responded immediately with advice and support," said Barry Flinchbaugh, professor emeritus in Kansas State University's Department of Agricultural Economics, who also served on the original board with Vanier.

"Vanier was pivotal in creating a vision for the KARL program," Flinchbaugh added. "This new gift from the Vanier family is critical to ensuring that together we can help Kansans work through the inherent cycles in agriculture that impact rural Kansas."

The Vanier gift is a direct investment in the program's curriculum.

"Marty, John, and I are proud to provide this gift to the KARL program in honor of our dad," said Mary Vanier, daughter of Jack and Donna. "Having grown up in rural Kansas, we understand and appreciate the great work KARL does to advance agricultural leadership in Kansas."

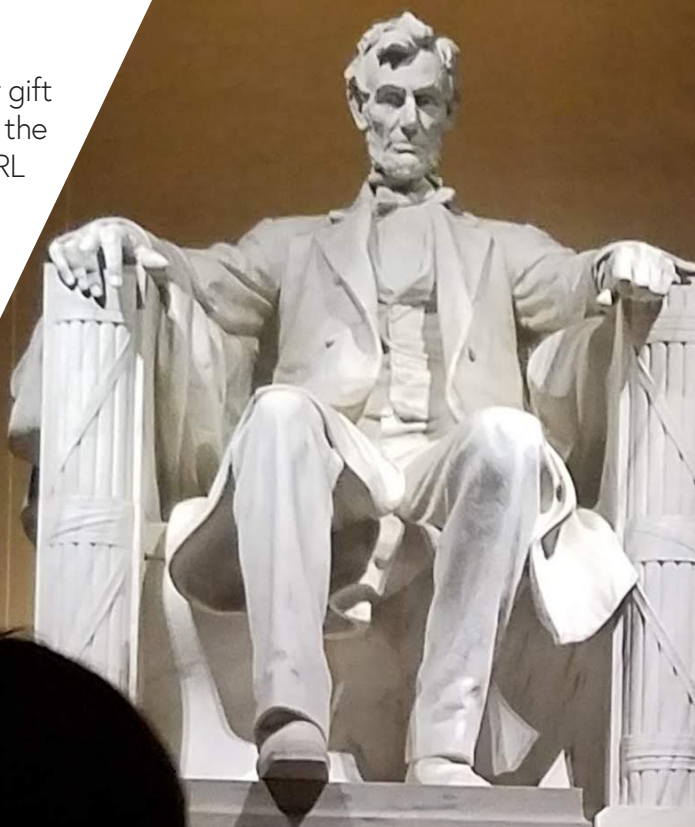
Nominations & Applications

Do you know someone who is willing to **increase** their knowledge and understanding of agriculture and related industries in the context of today's complex economic, political and social systems? Are they willing to **learn** the processes of organizational decision-making and the role of political institutions? Are they ready to **develop** skills necessary for leadership at local, state, regional, and national levels and put those skills into practice?

We want you to help us find the next group of KARL Associates. Participants come from every sector of agriculture and from communities across the state with a diverse array of skills and backgrounds.

Successful candidates have demonstrated leadership potential and willingness to serve in decision-making roles upon completing the two-year program.

Nominations and applications accepted from January 1 – April 1 and can be found at www.karlprogram.com.



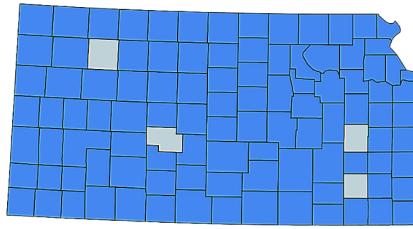
"This gift from the Vanier family is critical to ensuring that together we can help Kansans work through the inherent cycles in agriculture that impact rural Kansas."

DR. BARRY FLINCHBAUGH



Leading Across Kansas

KARL Fellows represent 101 out of 105 Kansas counties.



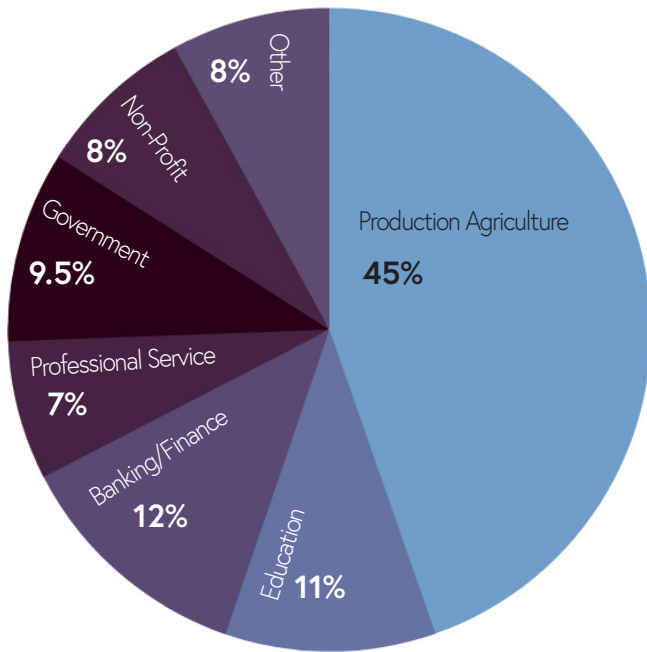
A Position of Leading

KARL Fellows hold many different leadership roles. Below represents different titles and positions held by Fellows.



KARL Fellows Impact The Economy

Leadership across industries is just one more way the KARL network impacts our global economy. Below is a look at how program graduates make an impact by leading in different industries.



Continued Leadership

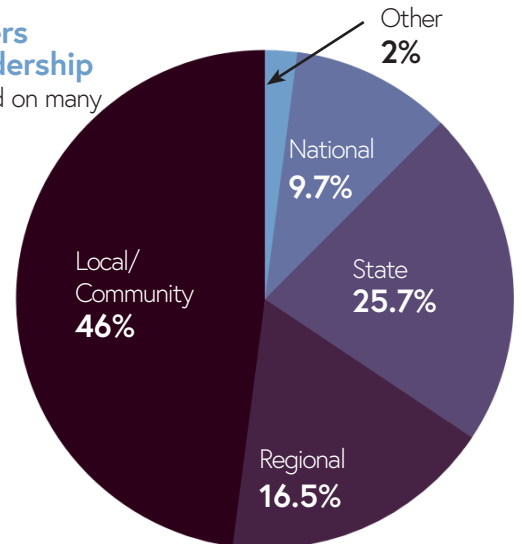
KARL Fellows advance to taking a more active role across many organizations within their own communities and regions. Many take on multiple roles through civic and professional organizations.



91%
of KARL Fellows serve or have served in a community leadership role.

Serving Others Through Leadership

KARL Fellows lead on many levels.





Susan Sankey
Vice President

"We will continue developing bold citizens who are committed to creating change for the better."

Our Compass: Values. Integrity. Perseverance.

Values. Integrity. Perseverance. These words resonate with Kansans who resolve to lead and are stepping up to meet challenges that impact us all.

Investing in KARL means an investment in the future of Kansas.

We know positive growth is not easy and cannot be done alone. We are confident that with your help, our ability to manage challenges will make us even stronger!

The KARL board committed to update our brand. The new look, featuring the state outline and strong lines, helping establish our place and our mission for leadership development for agriculture and rural Kansas. The star ties to our state motto: **Ad Astra Per Aspera**, and serves as our compass of being bold, inventive, collaborative, and motivating.

Our past has brought us to today,

but we know that the direction we are headed is genuinely important.

We will continue developing bold citizens who are committed to creating change for the better. Even with the challenges presented by a global pandemic, we are moving on and serving the program's purpose and mission.

A new look and confidence in the direction we are headed is a valuable tool!

Support for KARL is an investment in our promise to prepare and connect change-makers to unleash the potential of Kansas agriculture and rural communities. Please join us in reaching for the stars and transforming where we all call home into vibrant and thriving Kansas communities.

We value your generosity and belief in the KARL Program. We are ready to become legendary leaders for a better Kansas and a brighter future.

Where does it go?

The program tracks expenses and costs in order to be as efficient as possible with funding. To the right is a chart with a breakdown of what percentage of the overall budget is spent on the three categories of expenses.

Program Expenses

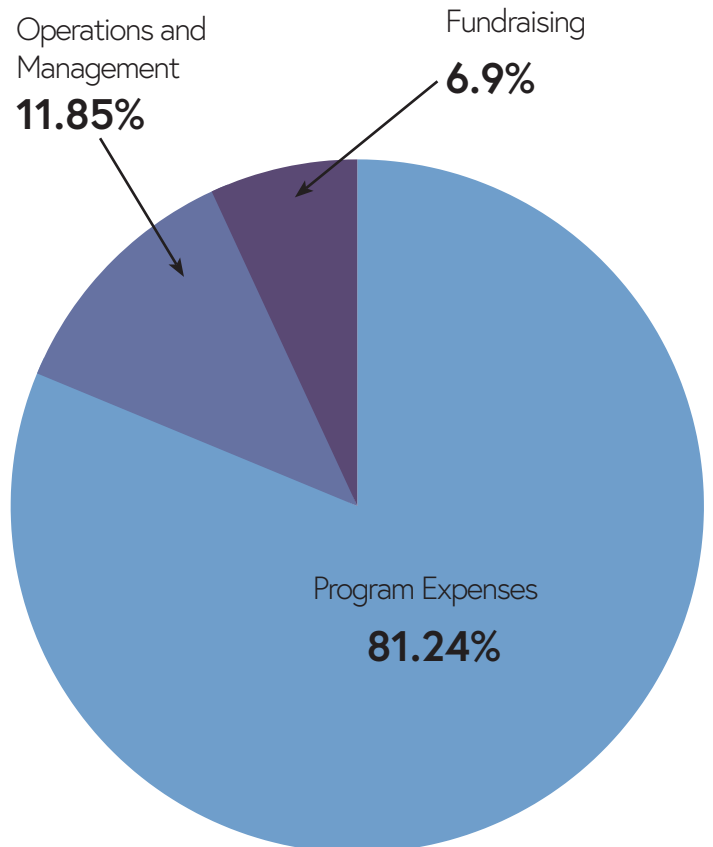
Expenses categorized as program expenses go directly toward the class. This cost breakdown includes the cost of 12 in-state seminars, the D.C. and Gettysburg experience, as well as international travel.

Operations and Management

This category includes staff and benefits, office management, and other costs associated with running the KARL office in Umberger Hall at Kansas State. This category also includes the brand launch, and website redesign.

Fundraising

Fundraising expenses include the cost of printing and mailing, fees associated with online collection, as well as cost of travel to meet with current and potential donors.



Source: 2020 Annual Audit Report, James Gordon & Associates, CPA, P.A.

THANK YOU to our donors who made this past year a resounding success! The engagement of our program fellows (alumni) continues to grow.

We applaud the dedication of KARL Fellows and supporters who continue to raise the bar. Many demonstrate their commitment to the program and its mission by consistent and significant giving over the course of a lifetime, and even thereafter.

To ensure the continued success of the program and its associates for years to come, please consider a multiple year commitment in the form of a planned gift by including the KARL Program as a part of your estate or will, and/or an annual gift to further the mission of KARL and provide long-range planning to strengthen the experience to a higher level.

Thank you for your commitment and generosity. Your support is a powerful gift that makes a difference in reaching higher goals for the future.

The Jack & Donna Vanier Family



LaVada Tjerstad

Board of Directors

Executive Committee

Steve Baccus, Chair | Minneapolis, Class I
Doug Hofbauer, Vice-Chair | Manhattan
Shawn Alloway, Treasurer | Edna, Class X
John Thaemert, Assistant Treasurer | Sylvan Grove, Class I
Barry Purdy, Secretary | Wichita, Class VI

Directors

Dr. Bill Brown | Westmoreland
Jeff Deeds | Goodland, Class III
Troy Dumler | Garden City
Sarah Farlee | Lawrence, Class XII
Tim Flax | Hays, Class XIII
Jancey Hall | Topeka, Class XIV
Mary McCurry | Burrton
Laura Moffet | Stockton, Class XIII
Joe Newland | Neodesha
Don Schroeder | Hesston, Class I
Chris Tanner | Norton, Class XI
Dick Works | Humboldt, Class VI
Donelle Wolters | Atwood

Ex-Officio Members

Jerry McReynolds | Past Chair, Woodston, Class I
Dr. Barry Flinchbaugh | KSRE, Professor Emeritus
Mike Beam | Kansas Secretary of Agriculture
Dr. Gregg Hadley | KSRE, Director for Extension
Dr. Vincent Amanor-Boadu | KSRE, Professor Ag Economics

Committee Chairs

Investment and Budget | Shawn Alloway
Fund Development | Doug Hofbauer
Marketing/Branding | Sarah Farlee
Board Nominations/Recruitment | Mary McCurry
Curriculum | Chris Tanner
Alumni Relations | Laura Moffet and Tim Flax

Program Staff

President | Jill Zimmerman
Vice President | Susan Sankey
Administrative Assistant | Janice Lierz



Kansas Agriculture and Rural Leadership, Inc.
10E Umberger Hall | 1612 Clafin Road | Manhattan, KS 66506
KARLprogram.com | KARL@ksu.edu



/karlprogram



@karlprogram



@karlprogram