

Direction and Purpose



2021
**ANNUAL
REPORT**

Kansas Agriculture and Rural Leadership, Inc.

From The President

As we navigate the pandemic world, community leadership will continue to be our compass in the days, months, and years ahead. All those years ago when Dr. Flinchbaugh and other visionary Kansas leaders sought to bring change and opportunity to our rural landscape, they created a program that would be life changing for people with a passion for agriculture and a heart for our rural communities. How did they know the impact KARL would have on Kansas agriculture?

Just as important as it was in 1989, our guidance is our "True North." True North is our internal compass. It's our fixed point in a spinning world. It helps keep us on track and live by what we believe in, what we value and what principles we own.

Our world is fast-paced and the acceleration at which change occurs is greater than I could have ever imagined. To ensure the best direction for KARL, the Board of Directors is set to embark on a strategic visioning process to provide a road map for the future of KARL. Fellows and supporters will have an opportunity for input to create a plan we can all believe in and support.

The KARL Network is more than 500 strong of Fellows, current, and former board members. As a part of this process, we will embrace our history and the vision established in 1989. Combining our history and keeping our eye on the future will be the key to paving the path of legendary leadership for the future. Participating in strategic visioning is a commitment from a program built by legendary rural leaders who believe that what is good for us is good for all.

As a legendary leader with a stake in Kansas, we do hope you will participate in the process when called upon!



Jill Zimmerman
President
Class V

"Keeping our eye on the future will be the key to paving the path of legendary leadership."

From The Chair

We might have paused in-person seminars and quarterly board meetings shifted to virtual formats, but as of June 2021 we have started to gather and Class XV has gathered in Council Grove to kick off the delayed second half of their experience. The enthusiasm is high.

I want to recognize the hard work of the board and staff for their efforts to elevate the KARL Program. I am humbled by the leadership and dedication in finding direction for the program as we look to the future.

The board of directors is lucky to have Jill, Susan, and Janice leading this program. Their diligent leadership, paired with the generous fellows and supporters of the program has also helped KARL back to financial and program stability.

Class XV may have been delayed in completing the program, but to date have been through more than any class before them. They have had experiential learning opportunities like Genesis 1.0 and 2.0, Dauntless Leadership, Dale Carnegie sessions, and The Gettysburg Leadership Experience. Those experiential learning opportunities enhance networking, professional and personal development. The year ahead of this class will be filled with rich learning opportunities including international travel. These types of touch points make KARL unique and form lifelong bonds among class members.

As chair, one of my favorite experiences has been calling our board members regarding committee assignments, and let me tell you, those conversations were both inspiring and heartwarming. The passion that leads this organization is palpable. Their excitement in the direction we are headed is not only enthusiastic but ready and willing to pave the way for the future of leadership in our great state.

The board is preparing to undergo a strategic planning session in January of 2022. This session will be dedicated to not only enhancing and growing the KARL Program but also honoring the legacies of the legendary leaders before us.



Doug Hofbauer
Board Chair
Manhattan

"I am humbled by the leadership and dedication in finding direction for the program as we look to the future."

Our purpose remains the same.

Our direction is evolving.

"Because our ability to communicate the story of legendary leaders and how the KARL Program has been and will be a building block to making some of this state's most effective leaders is vital to moving forward into the future."

Our New Look

The KARL Program looked at its history before making a push to the future. Why? Because our ability to communicate the story of legendary leaders and how the KARL Program has been and will be a building block to making some of this state's most effective leaders is vital to moving forward into the future. The board of directors looked at designing a powerful tool that transforms how we not only lead, but engage and interact with stakeholders past, present, and future.

We wanted to stand out while being familiar. We wanted an identity that elevated our program to the next level. As we began to communicate our evolution we looked for how to convey our new direction and ultimately found it with the simplicity of a compass—and how it guides us. The experience is reflected in our new look. The state of Kansas has a legacy of making an impact. As part of the KARL program, you are not only a participant, you are part of something greater.

New Website

Another new look comes online. As our program shifts with future trends, that means our online presence must evolve, too. We simplified our website and not only do we provide basic information for our stakeholders, but we have also shifted to online applications for potential class members. The other new feature online is a responsive website that adapts to the device being used.

The website redesign makes our brand compelling and gives us a place where future legendary leaders can learn about KARL and engage with us. Our website plays a critical role in our overall impact, and pairs with the work done with our brand initiative. An updated website aligns now with our strategies and how we encounter a new generation of leadership candidates.

Engaging Alumni

KARL Fellows are the backbone of our program. They provide more than financial support, they provide insight, information, and feedback that help us create programming and learning opportunities for not only the class but our alumni and stakeholders.

Leaders are continually learning, and the KARL Program understands that once a leader earns the distinction of KARL Fellow there is still more to learn and still opportunities to grow. The KARL network is vital to this promise.



Class XV with the late Dr. Barry Flinchbaugh, who was as instrumental in our new direction as he was in our first steps as a leadership program. We are where we are today because of his belief in not only the program, but his investment in Kansas leadership.



KARL Associates, Class XV

Legendary Leaders

Setting Our Course

Almost a year ago, the KARL Board of Directors unanimously agreed to delay in-person contact, travel, and its international study tour to the United Arab Emirates, effectively pushing the Program into a third year for this group of KARL Associates. Recruitment of Class XVI was also delayed until 2022.

This was not due to a lack of want, but rather limitations and restrictions that made in-person delivery difficult, costly, and a question of public health and safety. Many Fellows and Associates identified as "essential workers," keeping food in production and delivery of goods and services a constant.

In August 2021, the class reconvened in person with a new seminar, Genesis 2.0, in the Flint Hills of Herington and Council Grove.



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
Sterling

"The lessons learned during my KARL experience are many, but the words that sum it up best are perspective, common ground, and servant leadership. No matter the age demographic or experience level, each member of our class brings energy, ideas, and different perspectives which make the experience enriching, informative and diverse."

Debra Teufel, Hutchinson



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
Lenexa



Clay Schemm
Sharon Springs



Anthony Seiler
Wichita



Bob Tempel
Garden City



Debra Teufel
Hutchinson



Shawn Thiele
Riley



Beth Weibert
Abilene



Staying Engaged

KARL Fellows and Class Associates have always stepped up to the needs of our communities. During the past year, many saw leadership through a new lens - a virtual lens.

Knowing that the KARL experience could not be compromised during a pandemic by remote programming, KARL shifted gears and provided engaging content that was consistent with the purpose and mission of the program. The alternative to being together was effective programming delivered virtually that would not only benefit the current class but reengage KARL Fellows.

KARL Café programming provided a way to not only engage and stay connected but allowed the program to utilize KARL Fellows who are making an impact in the industry.

No matter what format, the Program continues to focus on its commitment to overall excellence and finding ways to best meet the needs of our state.

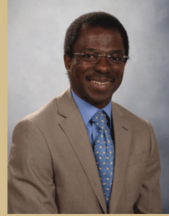
KARL Café

Tackling a diverse range of topics, the KARL Program hosted seven virtual seminars featuring experts in a diverse range of topics from mental health to how to manage during a changing world following a global pandemic.

KARL Reunion

Plan to join us!!

Dr. Vincent Amanor-Boadu will lead a virtual conversation about emerging management techniques as a result of the pandemic



BREAKOUT ROOMS for all classes, friends, current and former board members

Wednesday | December 9 | 7:15 p.m.
REGISTER | <https://bit.ly/39mkazn>

"Under New Management"






KANSAS AGRICULTURE & RURAL LEADERSHIP

Civic Discourse: What it is, why it matters, and where we go from here

Featuring - Dr. Timothy Shaffer and
Facilitated by - Dr. Vincent Amanor-Boadu

Tuesday | October 6 | 7:15 PM
REGISTER | <https://bit.ly/33dyEgr>

KANSAS AGRICULTURE & RURAL LEADERSHIP

Dealing with Change

Dr. Vincent Amanor-Boadu will lead a virtual conversation that will help frame the changes affecting AGRICULTURE that will be imposed by COVID-19

Tuesday | June 2 | 7:15 PM
REGISTER | <https://bit.ly/3fRPkQk>

KARL Café

Ag Policy and Politics

Tuesday, March 23, 7:15 p.m.
REGISTER <http://bit.ly/37xQWMv>



John Donley
Devine & Donley, LLC



Chelsea Good
Livestock Marketing Association



Terry Holdren
Kansas Farm Bureau

BREAKOUT ROOMS for greater dialogue



KARL Café

The Behavioral Health Crisis

Tuesday, February 16, 7:15 p.m.
REGISTER <https://bit.ly/2NlrMt3>

"It's OK to say we are not OK:
Starting the conversation
in rural Kansas"

Join us for a virtual conversation about the behavioral health crisis facing residents in rural Kansas



Christina Boyd, LCSW, LCAC is currently the Coordinator for Strategic Initiatives for the University of Kansas School of Social Welfare as well as an instructor for the MSW Program. She resides in western Kansas and is passionate about the equity of health resources in rural areas.

BREAKOUT ROOMS for greater dialogue





KANSAS AGRICULTURE & RURAL LEADERSHIP

*Imagining the Post-COVID
U.S. Livestock Industry*

Featuring - Dr. Glynn Tonsor and
Facilitated by - Dr. Vincent Amanor-Boadu

Tuesday | September 1 | 7:15 PM
REGISTER | <https://bit.ly/2CvCfPR>

KARL Café

U.S. Farm Sector Outlook in 2021

Tuesday, April 13, 7:15 p.m.
REGISTER <https://bit.ly/3ssd9Uv>



Bob Campbell
Senior Vice President-Business Development, Farm Credit Associations of Kansas

Zoom in
for a discussion about the 2021 U.S. farm sector. The conversation will cover a lot of ground.

- Covid & the global economy
- Agricultural economy
- Agricultural markets
- Interest rates and land values



Tanner Ehmke
KARL Class XI Fellow
Lead Economist, Knowledge Exchange Division, CoBank

BREAKOUT ROOMS for greater dialogue



From The Vice Chair



Dr. Bill Brown
Board Vice-Chair
Westmoreland

The Kansas Agriculture and Rural Leadership program has approximately thirty years of turning out rural leaders across the State of Kansas. It has been the premier leadership development program that contributes to the growth and sustainability of rural America.

With the program's new branding initiative and upcoming strategic visioning process, KARL prepares to advance to a higher level of leadership development for rural Kansans.

KARL has been a builder over the years. The program has raised every participant to their highest value. It is a value that can propel that person to return to their respective community to create, build, maintain, and sustain. These individuals become change agents in community organizations and local government to drive growth and quality of living environments. These rural leaders have to think like change agents. They have to acquire new concepts and skills and how to

unlearn things that are no longer serving their community well.

One of the essential elements of the KARL program I have observed is its ability to translate leadership into constructive action. Yes, it is important to understand leadership theory, but the program offers a systematic way to teach leadership. Graduates from this program learn the skill sets and the ideas behind good leadership. However, it is taking these skills back into their communities and teach and prepare future leaders. The deliberate role modeling, teaching, and coaching within their communities is invaluable and strengthens those around them and the organizations within the community. The result is a revitalized community or organization.

In my opinion, the KARL Program today aligns itself with one of General Colin Powell's leadership principles: "Perpetual optimism is a force multiplier." There is enthusiasm and optimism from top to bottom in this organization. It makes KARL a dynamic program.

"KARL prepares to advance to an even higher level of leadership development for rural Kansas."



Class XV kicked off its unique third year experience with Genesis 2.0 by exploring the Flint Hills and Tiffany Ranch near Herington and Council Grove. The Tiffany family shared their leadership journey, and NBAF representatives were on hand to provide information on the progress of bringing the epicenter of animal health to the heartland.

The KARL Program's

Legendary Impact

KARL Fellows share the impacts of the KARL Program on their own leadership journey and how relationships and experiences remain a foundation of success.



Our Network

We are more than 500 strong and share a unique and valuable connection. KARL identifies, prepares, and connects leaders to spark action that positively impacts Kansas agriculture and rural communities.

Get Involved

Nominate a candidate for the next class. Participate in our strategic visioning process with your input to make KARL even stronger.

Attend Events

Attend events like the annual golf tournament, sporting clays event at Flint Oak, and special events, seminars, and study tours to stay connected. Continue your leadership learning experience, and engage with others.

Stay Connected

Tap into the alumni directory, social media, and other networks to stay in touch with the alumni and what is going on with the Program.

Jesse McCurry, Class X

KARL surprised me.

I had heard many times - especially from Brad Palen and Lance Woodbury that KARL might be something that would interest me. I had heard good things, and the reputation of the program was positive. I had so much respect for both Barry Flinchbaugh and Vincent Amanor-Boadu, as do many and knowing they were in support of the program made it something I was interested in pursuing.

At first glance, from just a career standpoint, it seemed like the next step for me to gain sales opportunities through networking and gain professional development.

When I graduated the program I got all I expected, and so very much more. KARL expanded my view in ways I did not expect or think possible.

I credit the KARL staff and supporters of yesterday and today for putting together something special and assembled individuals together that elevated the experience.

I say that without a doubt, the international experience and networking is indispensable. One example of a key takeaway from my experience was our tour of the prison in Lansing. It opened my eyes and was an experience I will never forget.

KARL broadens views and makes not only your professional life richer, it pushed personal growth and development and relationship building.

Lea Ann Seiler, Class IX

KARL introduced me to a very impressive group of people and I will be forever grateful that I had the opportunity to get to know them and learn from them. I'm sure every group thinks that their class was the absolute best.

There are three things that always stand out to me about how KARL impacted me.

First, there are people who will work with you to make things happen and you need to build relationships with them and help them where you can as well. KARL allowed me to add so many people to my circle that I never would have met otherwise.

Second, you can make a difference. Let your voice be heard! Tell your story and be persistent. Big change sometimes takes persistence.

And finally, perspective. My experience in KARL made me stronger, braver, and more willing to step outside my comfort zone when needed. I have done so many things since my time in KARL that I never thought possible. I've run for boards where I thought I could make a difference, and I continually try to make changes where needed.

Whether it be trying to come up with a way to manufacture COVID swabs in Kansas or provide testimony to KDOT about unsafe road conditions in SW Kansas, KARL has helped build my self-confidence and desire to work towards change.

Curtis Willhite, Class I

When I was selected for the first KARL class, I had this general plan for how I intended to get more involved on the state level of leadership. I had been working on getting a position on the State Board of Agriculture.

I had made contacts with several board members and was in a position to replace an individual who planned to step down from the board. My long-range goal was to use that as a stepping stone to eventually run for a state senate seat. I was very involved in local and state Extension Service positions and very involved in local government through my position on the county zoning board. All of this while managing a large family farming corporation.

What I learned in my two years as a member of KARL Class I was that I am not an "elected official" type of leader. I am more suited and achieve better results serving in behind-the-scenes volunteer or appointed support positions. Learning about and from other community and state leaders taught me a lot about myself and where my actual talents could best serve. It changed the entire trajectory of my life plan.

The things that I learned in KARL provided me with the tools and ability to adapt when I had to make the decision to shut down the family farming corporation and focus on changing course. I have used the leadership techniques and skills that I learned from participation in KARL to guide me as I have accepted more leadership responsibilities in my career as an I & E Technician with ConocoPhillips and now as an I & E Supervisor with Phillips 66. Every day I can depend on the skills KARL provided me to guide me through the corporate decision-making process and help me in the role of a corporate people leader.

Melissa Bergkamp, Class XIV

Having the opportunity to be a participant of the KARL program is truly an extraordinary experience. I applied with anticipation of growing as a leader for the state, my employer and my community.

Two years later, I graduated with class XIV, taking with me an extensive network of leaders as well as an abundance of opportunities and experiences.

I broadened knowledge of this vast industry we serve and a greater understanding of the challenges we face in rural America has made me a more effective advocate for agriculture. KARL has made me a better Kansan and will continue to pay dividends for my future and the communities I serve.

John Schlageck, Class V

KARL is one of the best avenues for networking on agriculture issues.

More importantly, KARL provides one-on-one experiences that provide relationship building with others across Kansas, the United States and around the world.

KARL provides long-lasting relationships — and friendships — with some of the most knowledgeable and dedicated people in Kansas. During the time I spent in Class V, it was an honor to spend valuable, minutes, hours, days, months and two years with the finest individuals in our state.

I will continue to benefit, enjoy and treasure these relationships forever. Nothing replicates face-to-face interaction with others while learning about the nuances of farming and ranching, small-town businesses and agri-business. Also, the interrelationships of such enterprises and the Kansas people who drive this economic engine.

Thank you to my fellow V classmates, class members before and after Class V, board members, KARL staffers and anyone else who helped provide this life-long relationship. I will always remain thankful.

Nominations & Applications

Do you know someone who is willing to increase their knowledge and understanding of agriculture and rural 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.

APPLICATIONS ACCEPTED ONLINE JANUARY 1 TO APRIL 1, 2022 AT WWW.KARLPROGRAM.COM
NOMINATIONS ACCEPTED ANYTIME AND CAN BE SUBMITTED ONLINE OR EMAILED TO KARL@KSU.EDU



Susan Sankey
Vice President

We want agriculture and rural Kansas to thrive!

The challenges are great and the stakes are high, but nothing is impossible when you combine skills, passion, and relationships. This is why we are working to sustain KARL and the next generation of leaders into the future.

KARL was founded to broaden perspectives and increase leadership capacity. It is a legacy of bold citizens committed to creating change for the better – some as kings, some as kingmakers.

Every seminar, every study tour, each class member in every class, each partnership, and every donor is like a point on a road map that when culminated, helps reach a destination greater than any one thing. This cannot be done alone, but rather as a team of engaged doers, generous supporters, and active participants who keep us on task to serve the greater good.

We are seeking ways to improve and advance our purpose-driven mission. Our goal is to create a road map for impact that includes clearly defined strategic objectives; strategies and steps to achieve those objectives; and measurable goals and resources to ensure progress and meaningful results.

The route and endpoint may be different for each of us, depending on the season of life we are in, available resources, and those around us to help achieve our goals. The journey offers many rewards, sometimes in the form of challenges, and always as lessons in life, sometimes learned through failures and sometimes defined as success.

We know that building the next generation of leaders requires an investment in our greatest asset – people. The potential of KARL remains unlimited. Your generous support gives KARL the opportunity to make a difference. We are grateful. The KARL network breeds ideas and motivates action. We are excited to see the transformation that comes next!

"We know that building the next generation of leaders requires an investment in our greatest asset - people."

KARL would not exist without the incredible generosity of passionate supporters. Please consider KARL in your annual giving and estate planning. Contact us to talk about how your contribution of any size can help KARL grow.

Cash Gifts

A gift of cash is one of the easiest ways to support KARL and its mission. We accept cash, checks, money orders, electronic fund transfers. Checks payable to KARL, Inc.

Non-cash Gifts

Securities such as stocks, bonds and mutual funds. Oil, gas and mineral interests. Real estate. Appreciated assets can lead to paying large capital gains tax. By transferring a portion of the assets to a trust, you could receive a charitable deduction and income for the rest of your life.

Gifts of Grain

Gifts of grain directly to KARL can offer a tax advantage to the farmer while supporting the mission of KARL.

Give Through an IRA

Those 70½ years of age or older and have a traditional IRA can give directly to KARL through a Qualified Charitable Distribution. Doing this strategically can fulfill the Required Minimum Distribution and avoid taxation, while supporting the mission of KARL.

Matching Gifts

Check to see if your employer provides matching contributions to your support for KARL. This can double or even triple your gift to KARL, making a greater impact!

Memorial & Tribute Gifts

Honor or remember a special person. A gift to KARL, as an individual or by a group of people, is a great way to honor and respect those who make a difference in our lives.

Planned Giving

Make a lasting impact with KARL through an estate gift. Bequests through a will or trust, IRA, or life insurance policy. Utilizing gift models such as charitable gift annuities, charitable remainder trusts or charitable IRA rollover can provide valuable tax benefits to the donor, while supporting the mission of KARL.

KARL Legacy Fellowship

Let us know if you have included KARL in your estate plans so we can recognize you as part of the KARL Legacy Fellowship. Your gift can make a lasting impact that helps sustain the Program into the future!

KARL is classified as a 501c3 organization by the Internal Revenue Service. Please consult your professional advisors on how donating a gift to KARL fits your circumstances.

The KARL Program's *Financial Position*

| ASSETS | 2019 | 2020 | 2021 |
|---|-------------------|-------------------|-------------------|
| CURRENT ASSETS | | | |
| Cash and cash equivalents | \$ 76,597 | \$ 227,402 | \$ 62,193 |
| Accounts receivable | 0 | 7,040 | 2,500 |
| Unconditional promises to give | 0 | 0 | 125,000 |
| Prepaid expenses | 51 | 51 | 51 |
| Investments | 219,157 | 229,271 | 611,645 |
| TOTAL CURRENT ASSETS | \$ 295,805 | \$ 463,764 | \$ 801,389 |
| PROPERTY AND EQUIPMENT | | | |
| Computers | \$ 6,140 | \$ 6,140 | \$ 4,250 |
| Less: accumulated depreciation | (5,583) | (5,746) | (4,250) |
| TOTAL PROPERTY AND EQUIPMENT | \$ 557 | \$ 394 | \$ 0 |
| TOTAL ASSETS | \$ 296,362 | \$ 464,158 | \$ 801,389 |
| LIABILITIES & NET ASSETS | | | |
| CURRENT LIABILITIES | | | |
| Accounts payable | \$ 11,909 | \$ 6,461 | \$ 4,750 |
| Accrued payroll* | 38,204 | 59,275 | 87,406 |
| Refundable advance | 0 | 50,889 | 0 |
| TOTAL CURRENT LIABILITIES | \$ 50,113 | \$ 116,625 | \$ 92,156 |
| TOTAL NET ASSETS | \$ 246,249 | \$ 347,533 | \$ 709,233 |
| TOTAL LIABILITIES & NET ASSETS | \$ 296,362 | \$ 464,158 | \$ 801,389 |

*Note: KARL is responsible for its own budget and for 100% of its payroll and all expenses; Payroll is processed through K-State and accrued due to schedule of invoicing by the University to KARL, Inc

On behalf of the Board of Directors for Kansas Agriculture & Rural Leadership, Inc., **THANK YOU** for your investment in the KARL Program.

We are grateful for the dedication of KARL Fellows and supporters who continue to be our compass and come alongside us for the greater good. Many demonstrate a commitment to the Program and its mission through consistent and significant giving over the course of a lifetime, and even thereafter as part of the KARL Legacy Fellowship by making a planned gift to KARL named as a part of their estate.

Your support is a powerful nod of confidence to the mission of the program that makes a difference in reaching higher goals for the future of agriculture and rural communities. Thank you to all sponsors for your commitment and generosity.

The Jack & Donna Vanier Family



LaVada Gjerstad

Doug & Nancy Hofbauer

S.J. PRILL

FINANCIAL & INVESTMENT PLANNING, INC.

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