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Abstract

This paper summarizes the strategic planning process used by the Iowa Chapter of the American Society of Farm Managers and Rural Appraisers to develop a new vision, mission statement, and chapter objectives. Procedures included the use of a focus group and a quantitative survey. The results indicated a strong need for chapter member continuing education, a chapter member services program, and a strong outreach/public relations program. As a result of the strategic planning process, a new chapter vision and mission statement was adopted by the chapter membership in 2004.

ASFMRA Chapter Strategic Planning: Iowa Chapter Case Study

By Larry D. Trede, Ph.D.

Introduction

The American Society of Farm Managers was established by a group of farm managers from Illinois, Iowa, and Missouri on January 14, 1929. They felt that a professional farm management organization was crucial to the future of farming and land ownership. Many large estates in the Midwest were owned by the second generation of those who had acquired their land from the federal government. Many of these heirs had left the farm and the land was handled by "the attorney-rent collector" who was not well-trained in agriculture (Guither, 2004). In 1936, the organization was expanded to include rural appraisers and the name was changed to the American Society of Farm Managers and Rural Appraisers.

The Iowa Association of Farm Managers was established on February 10, 1941 by 25 farm managers, lenders, and Iowa State University personnel. A constitution and by-laws were adopted (Trede, 1991). Objectives of the organization were established and officers were elected. Plans were made to meet on an annual basis. The Iowa Society soon became affiliated with the American Society of Farm Managers and Rural Appraisers and the Iowa Association hosted the summer tour of the American Society in the summer of 1942 (Trede, 1991). The Iowa Association became an official chapter of the ASFMRA in 1978.

Larry D. Trede, Professor Emeritus, Iowa State University, has been a member of the ASFMRA for 34 years. He retired from Iowa State University in July, 1994. Dr. Trede has served as the Secretary-Treasurer for the Iowa Chapter for 15 years. He has been active in the ASFMRA having served as College Vice President 1989-91, and been a member and chair of the Editorial Committee. He received the D. Howard Doane Award in November, 1999. As a faculty member at Iowa State, he taught undergraduate farm management classes, conducted research in experiential learning, and served as an Extension Specialist in Farm Management.

The ASFMRA and the Iowa Chapter - ASFMRA have long recognized the need for a strong mission statement and objectives. Three examples are noteworthy. In the early years, the mission was closely associated with the role of the professional farm manager, the education and training of farm managers, and the development of a code of ethics. In 1929, the American Society clearly defined the role of a professional farm manager and established a code of ethics. In 1944, the Iowa Society discussed the development of the book that would portray the work of the organization and list its members. The Iowa Society in 1946 appointed a committee to improve the education and procedures for accrediting new members and the need to work more closely with Iowa State College (Trede, 1991). Thus, strategic planning became important to the early founders of the ASFMRA and the Iowa Chapter.

For all organizations, strategic planning, in its simplest terms, involves a process to determine where an organization is going over a period of time, how it is going to get there, and how it will know if it got there or not. The focus of the strategic plan is usually on the organization's totality and not on a particular service, product, or program. (McNamara, 2003).

The purpose of this paper is to outline the strategic planning process used by the Iowa Chapter - ASFMRA to revise its current mission statement and objectives including the analysis of the quantitative and qualitative data collected and used in the strategic planning process. The outcome of the strategic planning process was a new mission statement, refined objectives, and the identification of specific programs within the organization to accomplish those objectives. A five-year planning horizon was used.

Literature Review

Strategic Planning

Strategic planning definition. As an organizational management tool, the Non-profits Organization defines strategic planning as a process that has one basic purpose: to help an organization do a better job and assist the organization to adjust to a changing environment (Non-profits Organization, 1997). It becomes a guide to shape what an organization is, what it does, why it does it, with a focus on the future. It is an ongoing process. Implicit in this definition, is the development of a

mission statement, objectives, and setting goals for the organization, and the development of an organizational structure to accomplish those goals. Even though strategic planning involves anticipating the future environment, it does not attempt to make those future decisions. This means that over time, the organization needs to stay abreast of changes in order to make the best decisions at any given point in time. Likewise, strategic planning is not a substitute for good judgment by the organization's leadership. The leadership of the organization continually must answer the question, "What are the most important issues to respond to and how should we respond?"

Strategic planning model. There is no one strategic planning model that fits all organizations. Each organization frequently develops its own model of strategic planning; however, McNamara (2003) proposes a "basic" strategic planning model for organizations that are small, busy, and have not done much strategic planning in the past. The "basic" strategic planning model involves the following steps:

1. Identify your purpose (mission statement). This statement describes why the organization exists, what client needs are intended to be met, and what services are required to meet those needs.
2. Select the goals of your organization to accomplish the mission. The goals are general statements about what is needed to be accomplished to meet the mission and address major issues facing the organization.
3. Identify specific strategies that must be implemented to reach the goals. The strategies are what often change the most as the organization responds to changes in the environment.
4. Identify specific action plans to implement each strategy. These are the specific activities that each major function must undertake to ensure its effectiveness in meeting the goals.
5. Monitor and update the plan. The organization's leadership must continually reflect and evaluate whether the action plans are meeting the goals and mission.

ASFMRA Strategic Planning

ASFMRA strategic planning process. In 2002, the ASFMRA initiated a strategic planning process to provide a strategic plan for the next five years. The objective was to focus on the

question, "What is the most desirable future for the American Society in 2007?" A new vision and mission statement were two of the outcomes of this process. The vision statement, as noted by Guither (2004), is: "We are recognized nationally and internationally as the professional organization whose members provide agricultural and rural property services." The mission statement, as noted by Guither (2004), is: "Our mission as a professional organization is to provide our members, in a fiscally responsible manner, with the services and opportunities to serve their rural and agricultural clients so that they achieve their economic goals through: adherence to high ethical standards, facilitation quality education, networking opportunities, influencing public policy, and a high recognized credentialing and certification." The ASFMRA vision and mission statement served as a backdrop for the revision of the Iowa Chapter mission statement and objectives.

Procedures

Iowa Board Discussions and Action

In the February 2002, the Iowa Chapter Board of Directors initiated discussion regarding the issue of revising the current mission statement and objectives of the Chapter. The need for these revisions was expressed by several board members for several reasons. The current mission statement and objectives was developed more than 10 years ago. Secondly, the ASFMRA national organization was undergoing a major revision in its vision and mission and board members felt that a similar effort was needed in Iowa. Thirdly, the Iowa agricultural economy had changed considerably over the past decade resulting in a vast structural change in the clientele served by professional farm managers and professional rural appraisers. At the same time, many farm management and rural appraisal firms had altered and expanded the services offered to their clients. The board approved a process and timetable for developing a new mission statement and objectives. The process to be used followed the "basic" model as outlined by McNamara (2003). In addition, the decision was made to review and update the Iowa Chapter bylaws to make them consistent with a new mission statement and objectives. The Board authorized its Executive Committee (current officers and past president) to serve as the planning committee and to solicit any additional assistance from other board members, chapter members, and knowledgeable outside individuals needed to ensure the success of the project.

The Executive Committee developed a timetable and activities list to accomplish the task. Two approaches were planned. The first would be a focus group that would consist of the Executive Committee, other board members, and representatives from the general membership. The focus group would solicit input from professionals outside the Chapter who were knowledgeable about current and future trends in Iowa agriculture and the farm management/appraisal profession. A one-day forum was planned for presentation and discussion. The second approach was to gather quantitative data by surveying the membership regarding the profession, program thrusts of the chapter, and specific activities to accomplish identified goals/objectives. These two activities would be conducted during 2002 with a tentative draft of a new mission statement/objectives by late 2002 or early 2003. Following the approval of the mission statement/objectives, a revision of the bylaws would occur with adoption in late 2003 or early 2004.

In May 2002, the Executive Committee met to define groups within the membership that would be used for the focus group and the quantitative survey. Major program thrusts of the Chapter were also identified as consistent with the current mission statement. The major program thrusts were as follows: education (chapter and ASFMRA-sponsored meetings, seminars, workshops); member services ("online" membership directory, lease and other forms, real estate and appraisal continuing education credits, publication and forms, membership recruitment/retainment, comprehensive mentoring program); outreach and public relations programs (scholarships, FFA and 4-H activities, other professional organizations, exhibits at trade shows, etc.); legislative programs (ASFMRA lobbying, state lobbyist, legislative committee); "Friends of Iowa Chapter Fund-raising program (fund raising with corporate chapter "friends"); and program administration/management (meeting structure, fees, organizational structure).

The Executive Committee then used the 2002 Iowa Chapter Membership list to develop four groups to use for the focus group and survey. Those groups were: (1) chapter members active at the Chapter and national level (ASFMRA), (2) chapter members active at the Chapter level but little activity at the national level, (3) Newer Chapter members (recently accredited or members with less than five years of membership), and (4) Chapter members with limited involvement with the Chapter and

ASFMRA. From these 4 groups, individuals were identified to participate in the focus group forum and purposive sampling was used for the survey.

Use of Focus Groups

According to Kruger (1994), a focus group is a small group of individuals with a common purpose who are selected because they possess common characteristics in a clearly defined area. The focus group process allows a carefully planned discussion designed to obtain the perceptions of the participants on a particular problem or issue in a non-threatening environment. Frequently, participants respond to issues or viewpoints presented by qualified individuals. For this study, the focus group consisted of five members of the Iowa Chapter Board of Directors and seven Iowa Chapter members chosen to represent the four membership groups identified by the Executive committee of the Iowa Chapter.

Focus Group Forum

A forum was held in November, 2002. Those attending the forum were the identified members of the focus group. The Iowa Chapter President moderated the forum. Three presentations were given by qualified individuals in Iowa agriculture. The three topics focused on Iowa agriculture from the farm management/appraisal perspective, the client/landowner/producer perspective, and the agribusiness perspective. The speakers were encouraged to present data/information on important trends within each of these areas and their implications to future challenges within the profession of farm management and rural appraisal. Following each presentation, the focus group held a discussion of these issues and how they relate to the Iowa Chapter and the ASFMRA. This qualitative information was then forwarded to the Iowa Board for discussion in the revision of the Chapter mission statement and objectives.

Quantitative Survey

A Quantitative survey was developed by the Executive Committee and approved by the Board of Directors in May 2002. The survey consisted of six major sections and some open ended questions. The respondents were asked to respond to 76 statements related to the program thrusts identified by the Executive Committee and provide some brief demographic information. Additionally, respondents could provide input via

three open-ended questions dealing with broad issues facing the farm management/rural appraisal profession in the next five years.

The survey was constructed using questions where respondents were asked to rate the level at which they agreed or disagreed with a given statement. A 5-point Likert-type scale was used to measure the respondent's attitude as follows: 1=strongly disagree, 2=agree, 3=neither agree/disagree, 4=agree, and 5=strongly agree. The respondents were asked to circle the response to each individual question that best represented how they felt about the topic or question presented. Frankel and Wallen (1996) state that the 5-point Likert-type scale is a very commonly used attitudinal scale to gather quantitative data regarding respondents' perceptions.

The purposive sampling procedure was used to identify the survey sample. If a researcher is confident that of his/her knowledgeable about the population, the specific purpose of the research and can judge whether or not a particular sample will be representative, a purposive sampling procedure can be used, according to Frankel and Wallen (1996). Purposive sampling is also frequently used when the persons chosen within the sample possess the necessary information about the population. Ary, Jacobs, and Razavieh (1996) states that the primary purpose of purposive sampling is to develop a suitable sample so that inferences can be made about the population. Purposive sampling is less expensive than random sampling. It is also different than random sampling in that researchers use their judgment to select the sample to provide the needed data. The major disadvantage of purposive sampling is that an error in judgement may be made resulting in inferences that do not reflect the population.

The survey was mailed via U.S.P.S. in late May 2002 to 136 chapter members and 77 usable responses were received for a 57% response rate. The responses for each of the four groups was as follows:

Group	Number Mailed	Number Returned	Percent Returned
Group 1 (active state/national)	23	16	70%
Group 2 (active state/limited national)	40	28	70%
Group 3 (young members)	33	17	52%
Group 4 (limited activity state/national)	40	16	40%
Totals	136	77	57%

Demographic Information

The survey respondents were asked to provide limited demographic data regarding their age, years of professional experience, years of ASFMRA membership, and their ASFMRA classification and title (if appropriate). The average age for all respondents was 48.2 years with an average of 19.9 years of professional experience in farm management/rural appraisal. The average years of ASFMRA membership was 16.3 years. The average age for the younger members was 38.4 years with 5.5 years of ASFMRA membership and 11.1 years of professional experience.

Findings

Focus Group Forum

The section summarizes some of the common statements or themes from the focus group forum. They are listed in no particular order.

1. Farm consolidation and farm size in Iowa will continue to increase.
2. There will always be a need for professional farm management and appraisal services; however, the profession will need to adapt and change as farm numbers decline and farm size increases. Likewise, the changes occurring in absentee land ownership in Iowa and the interest of non-farm investors in Iowa farmland will cause a need for professional farm management and rural appraisal services.
3. Providing up-to-date agricultural economic and technology information is vital to the success of the industry. The ASFMRA can provide outstanding leadership to fulfill that need.
4. As programming costs continue to increase, there is a need to work more collaboratively with other groups - farm realtors, agriculture lenders, crop consultants - to provide needed education, member services, legislative programs, etc. At the same time, the profession needs a strong public relations program with other groups within the agricultural community to increase its awareness of the farm management and rural appraisal profession.
5. Due to the consolidation of agribusiness firms in Iowa and the U.S., the number of our corporate "friends" to support the Iowa Chapter and the budget funds available for that support will likely shrink.
6. Farm managers and rural appraisers must continue to "network" within the industry and outside of the industry to keep abreast of the rapidly changing agricultural environment.

Chapter Quantitative Survey

This section summarizes the findings of the Quantitative survey. Means and standard deviations for several statements are reported. No statistical analyses were conducted to measure the responses among the groups. Table 2 lists the "top 20" statements for the entire survey while Table 3 shows the "top one-third" statements for each program thrust.

Rank order of major program thrusts. The survey participants were asked to rank order (1=lowest priority; 5=highest priority) the five major program thrusts currently undertaken by the Iowa Chapter. Sixty-nine usable responses were received and the results are shown in Table 1. The mean scores for each program thrust represent the weighted mean for each program thrust based upon the rank order response of each individual participant within a group. For all 77 responses, the highest ranked program was member services (mean = 3.14) followed very closely by outreach and education. The group rankings varied within each group; however, two of these three program thrusts were generally ranked in the top three.

Education program content and delivery. Survey respondents were asked to rate 19 statements related to educational program content and delivery using the 5-point Likert scale. Currently, the Iowa Chapter provides three educational activities each year. Other seminars or workshops are held on an as-needed basis. Respondents indicated a strong interest in continuing the concept of three meeting per year (mean = 3.97) with all meeting with the exception of the annual meeting being one-day in length (mean = 3.87). Educational meetings in the past have been largely planned by the Iowa Chapter Board or a Chapter committee and ASFMRA schools (Appraisal "A" schools and Management "M" schools) being held on an infrequent basis. In the past, some "regional" ASFMRA meetings have been held with other chapters in nearby states. When asked about having more ASFMRA schools or "regional" meetings, there was only modest support (mean = 3.45). Most Iowa Chapter meetings are delivered "face-to-face" with virtually no "distance education" or "internet" seminars being offered. The

respondents, were more supportive of face-to-face meetings (mean = 3.30) than "online" education (mean = 2.90). Survey respondents were asked to indicate their level of agreement with six broad educational topic areas affecting farm managers and rural appraisers. The three highest rated topical areas were business management and legal issues (mean = 3.72) followed by "economic issues" (mean = 3.69). Federal and state agricultural programs and agricultural technology were clustered closely together while business development and human development were rated the lowest. The respondents were generally supportive of the balance between "classroom speakers and educational tours."

Member services. For several years, Iowa Chapter meetings have qualified for continuing education credit from the Iowa Real Estate Commission and Iowa Appraisal Board. The chapter secretary requests credits for members attending and then provides certificates of attendance. This member service program was the most highly rated of the 14 statements on member services (mean = 4.51). The next three most highly rated member services were: publishing an "online" directory (mean = 3.97), providing leases/agreements as publications (mean = 3.6); and providing an intensive and formal membership retention program (mean = 3.57). Other membership service programs that were only moderately rated were: a comprehensive mentor program, researching and publishing data on Iowa land values, publishing a quarterly/semi-annual chapter newsletter, and providing a state-wide data on land sales, and developing and maintaining a chapter Web site. Chapter members expressed little interest in a "paper copy" of the chapter directory and providing a "business development consultant" on a cost recovery basis.

Outreach and public relations program. Chapter members rated 12 statements that described several different types of public relations programs currently conducted by the Chapter and new programs that might be initiated. The two highest rated statements were: providing scholarships to Iowa State students (mean = 3.79) and supporting the Iowa 4-H and FFA programs (mean = 3.79). Currently, the chapter does all three of these activities. Chapter members were supportive of working more closely with other professional organizations that have similar interest; namely real estate agents (mean = 3.75), crop consultants (mean = 3.60), and other state appraisal groups

(mean = 3.56). Rated much lower was coordinating educational programs with bankers (mean = 3.43). There was more interest in the chapter exhibiting at commodity group trade shows (mean = 3.49) than trying to coordinate educational programs with commodity groups (mean = 3.33). Lastly, the respondents showed little interest in the chapter conducting a market penetration study (number of farms managed, acres appraised, number of appraisals, etc.) and hiring a part-time public relations consultant to promote the chapter and its members.

Legislative programs. Chapter members rated five statements that described several legislative programs currently conducted by the Chapter and new programs that might be initiated. There was strong interest in continuing the present efforts to monitor state legislative affecting the profession (mean = 4.07) but limited interest in hiring a part-time chapter lobbyist to perform these functions (mean = 2.89). However, there was some interest in linking with other professional organizations on monitoring and lobbying common legislative concerns (mean = 3.73).

"Friends of Iowa Chapter" fund-raising program. The Iowa Chapter has a long-standing program for raising funds from our corporate friends to support chapter programs. Funds are solicited on an annual basis and are used primarily for chapter educational functions. Respondents indicated support for intensifying and expanding the "Friends" program (mean = 3.41) and using these funds to support educational efforts rather than other programs (mean = 3.54). At the same time, respondents indicated little interest in using "Friends" funds to fund chapter awards at the expense of other programs (mean = 2.89).

Program administration. The major findings from the 10 statements on program administration focused on charging a daily registration fee of \$50 - \$100 for chapter meetings (mean = 3.45) and using increased membership dues to support educational meetings rather than member services, legislative activities, outreach, or other uses (mean = 3.03).

Chapter Vision/Mission Statement and Objectives

The Iowa Board used the findings to develop a new mission statement and objectives for the Chapter. The Iowa chapter mission statement is designed to be consistent with the mission

of the ASFMRA and, at the same, time reflect the needs and concerns of the Iowa membership. The objectives are an outgrowth of the mission statement and reflect the perceptions and desires of the Iowa chapter membership. The vision/mission statement and objectives were presented to the membership at the Chapter's annual meeting on February 13, 2003. Both were approved at a special business meeting of the Chapter membership on October 11, 2004. Several bylaw changes were approved at the same meeting. The Chapter's vision and mission statements and objectives are presented as follows:

Iowa Chapter Vision Statement. The Iowa Chapter of the American Society of Farm Managers and Rural Appraisers strives to be the professional organization choice of today and tomorrow for rural agricultural property professional in Iowa.

Iowa Chapter Mission Statement. The Iowa Chapter of the American Society of Farm Managers and Rural Appraiser has as its mission to inspire its members to professional competence, high ethical standards, and educational excellence while enhancing networking opportunities and public awareness.

Iowa Chapter Objectives. The objectives of the Iowa Chapter are as follows:

1. Education. The objective of the education program for the chapter is to conduct educational activities for the exchange of ideas and information, to promote and support the ASFMRA Accreditation program, and to provide education that establishes sound business practices, principles, and procedures for the rural agricultural property profession.
2. Member Services. The objective of the members services program is to provide materials and information enabling chapter members to be more effective in their professional occupations. The chapter strives to publish an annual online membership director for distribution to members and agricultural professionals outside the organization. Providing continuing education credit for ASFMRA and state professional licensing agencies is another component of the membership service program. Also, the chapter will strive to maintain excellence in membership recruitment, retention, and networking.

3. Outreach/Public Relations. The chapter strives to cooperate with and support all worthy agencies and groups to improve Iowa and American agriculture. Concurrently, the chapter strives to improve the publication recognition for the progression, the membership designations, and to recognize its members and other individuals/organizations for their accomplishments and contributions to Iowa agriculture.
4. Legislative. The chapter will continue its chapter legislative committee to monitor state legislative issues affecting the membership. At the same time, this committee will collaborate with the ASFMRA on national legislative issues.
5. Fund-raising. The chapter will continue its fund-raising efforts with the "Friends of the Iowa Chapter" program. Funds raised will be used to support the education and outreach/public relations programs of the Chapter.

Conclusions and Implications

This paper examined the process and results of a strategic planning process used by the Iowa Chapter of the American Society of Farm Managers. The process involved a focus group and a quantitative survey of chapter members to examine current chapter programs and to develop a new vision and mission statement for the Chapter. Several conclusions and implications are noted.

1. The focus group stated a continual need for professional farm management and rural appraisal services; however, the group also stressed the need for the Chapter to adapt and change its programs as farm consolidation and absentee land ownership patterns change in Iowa.
2. With programming costs continually rising, the Chapter needs to work collaboratively with other groups, namely, farm realtors, agricultural lenders, crop consultants, business consultants, and others to offer quality education and member services programs. The chapter leadership needs to continually work with the leadership of other state organizations who have similar interests and professional goals.
3. Informing the public about the profession and developing a strong public relations program must be an important thrust of the Chapter. The Chapter leadership and members need to look for methodologies and innovative ways of keeping

the "public aware" of the profession and how it adapts to changes occurring in the agricultural industry.

4. The quantitative study clearly indicated that the chapter leadership needs to emphasize three program thrusts; namely, member services, outreach, and education. Chapter members indicated a strong need for educational programs, particularly continuing education, that focus on the educational needs of chapter members. At the same time, Chapter members are looking to the organization for leadership in providing continuing education credits, membership directories, business assistance materials (leases, publications, etc.), a mentoring program, and the like. All of these need to be in a comprehensive member services program of the Chapter.
5. The strategic planning process used by the Iowa Chapter will provide guidance for program development for the chapter for several years. This same process has implications for use by other state and regional chapters of the American Society of Farm Managers and Rural Appraisers.

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Table 1. Rank Ordering of Major Program Thrusts of the Iowa Chapter

Highest (5)	Education	3.67	Fund-raising	3.33**	Outreach	3.35	Prog. Adm.	3.38	Membr Serv.	3.14
	Membr Serv.	3.07	Membr. Serv.	3.33**	Prog. Adm.	3.06	Education	3.15***	Outreach	3.06
	Prog. Adm.	3.00	Outreach	3.08	Education	3	Membr Serv.	3.15***	Education	3.04
	Outreach	2.87	Prog. Adm.	2.67	Membr Serv.	2.94	Outreach	2.85	Prog. Adm.	2.97
Lowest (1)	Fund-raising	2.47	Education	2.63	Fund-raising	2.65	Fund-raising	2.46	Fund-raising	2.81

* Group mean for each program thrust based upon the rank order response of group participants; ** Identical mean scores for these program thrusts; *** Identical mean scores for these program thrusts

Table 2. Rank Ordering, Means, Standard Deviations of the "Top 20" Response Statements by the Combined Groups for all Program Thrusts

1	Provide continuing education at meetings	Member Service	77	4.51	0.75
2	Chapter committee to monitor state legislation	Legislative	74	4.07	0.67
3	Provide three chapter educational meetings per year	Education	77	3.97	1
4	Publish an "on-line" chapter directory	Member Service	77	3.97	0.79
5	Chapter meeting of "one-day" length	Education	77	3.87	1.04
6	Provide scholarships to ISU students	Outreach	77	3.81	0.89
7	Support Iowa youth program (4-H and FFA)	Outreach	77	3.79	0.94
8	Coordinate joint meetings with real estate agents	Outreach	77	3.75	0.85
9	Join with other professional organizations in lobbying	Legislative	74	3.73	0.86
10	More emphasis on business mgt/legal affairs at educational meetings	Education	76	3.73	0.72
11	More emphasis on "economic" issues at educational meetings	Education	77	3.69	0.75
12	More emphasis on "government ag. programs" at educational meetings	Education	77	3.61	0.75
13	Provide leases/agreements as publications	Member Service	77	3.6	1.02
13	Coordinate joint meetings with crop consultants	Outreach	77	3.6	0.85
15	More ASFMRM farm management classes/schools	Education	77	3.57	0.95
15	Provide intensive/formal members' retention program	Member Service	76	3.57	0.74
17	Coordinate joint meetings with other state appraisal groups	Outreach	77	3.56	0.87
18	Use "Friends" funds for education – decrease other uses	Fund-raising	76	3.54	0.79
19	More emphasis on ag. production technology at educational meetings	Education	77	3.53	0.88
20	Provide a chapter "mentor" program	Member Service	77	3.49	0.84
20	Exhibit at trade shows sponsored by professional groups	Outreach	77	3.49	0.8

Table 3. Rank Ordering, Means, and Standard Deviations of "Top 1/3" of Statements by Combined Groups and by Program Area

1	Provide 3 chapter meetings per year	Education	77	3.97	1
2	Keep all mtgs (not annual mtg) to one-day in length	Education	77	3.87	1.04
3	More emphasis on business mgt/legal affairs at meetings	Education	76	3.72	0.72
4	More emphasis on "economic" issues at meetings	Education	77	3.69	0.75
5	More emphasis on "government ag. programs" at educational meetings	Education	77	3.61	0.75
6	Have more ASFMRM farm management classes at chapter meetings	Education	77	3.57	0.95
1	Provide continuing education credits at meetings	Member Service	77	4.51	0.75
2	Publish "on-line" chapter directory	Member Service	77	3.97	0.79
3	Provide written lease/agreements as publications	Member Service	77	3.6	1.62
4	Develop/maintain a membership retention program	Member Service	76	3.57	0.74
5	Provide a "comprehensive mentoring" program for new members	Member Service	77	3.49	0.84
1	Provide scholarships to Iowa State University students	Outreach	77	3.81	0.89
2	Support Iowa youth programs (4-H & FFA)	Outreach	77	3.79	0.94
3	Coordinate joint educational meetings with real estate agents	Outreach	77	3.75	0.85
4	Coordinate joint educational meetings with crop consultants	Outreach	77	3.6	0.85
1	Use state chapter committee to monitor state legislation	Legislative	74	4.07	0.67
2	Join with other professional groups on lobbying	Legislative	74	3.73	0.86
1	Use "Friends" funds to support education – decrease other uses	Fund-raising	76	3.54	0.79
2	Intensify and expand "corporate fund-raising thru "Friends" program	Fund-raising	76	3.41	0.95
1	Meeting registration fees between \$50 and \$100/day	Program Adm.	76	3.45	0.87
2	Increase registration fees to support new/expanding programs	Program Adm.	75	3.13	0.88
3	Hold chapter dues constant for next 3 to 5 years	\Program Adm.	76	3.08	0.93