

Young Canadian Simmental Association (YCSA) Program Review

Prepared For: Canadian Simmental Association
#13-4101 19th St. NE
Calgary, AB T2E 7C4



Prepared By: Spring Creek Land & Cattle Consulting
PO Box 483 | Outlook, SK S0L 2N0
p 306-867-8126 | 306-867-8396
e office@springcreekconsulting.ca
www.springcreekconsulting.ca



Table of Contents

Glossary of Terms & Definitions	4
1.0 Executive Summary	5
2.0 Introduction	5
3.0 Review of Young Canadian Simmental Association (YCSA) Program	8
3.1 Overview of the YCSA	8
3.2 Membership	8
3.3 Governance	10
3.4 Activities and Initiatives	12
3.5 Financial Management	13
3.6 YCSA and the Garth Sweet Simmental Foundation (GSSF)	14
4.0 Key Findings: Issues and Opportunities	15
4.1 Issues	15
4.2 Opportunities	16
5.0 Assessment of other Youth Associations	17
5.1 Canadian Junior Angus Association (CJAA)	17
5.2 Canadian Junior Hereford Association (CJHA)	17
5.3 Canadian Charolais Youth Association (CCYA)	17
5.4 American Junior Simmental Association (AJSA)	18
5.5 American Quarter Horse Youth Association (AQHYA)	18
5.6 Key Organizational Areas of Focus	19
6.0 Strategic Recommendations	20
6.1 Membership and Governance	20
6.2 Staff Support for Youth	21
6.3 Financial Management	22
6.4 Communication	23
6.5 Activities and Initiatives	23
References & Information Sources	25
Appendices	27

Note to Reader: Information contained herein is based on a comprehensive review of available materials as provided by management and staff of the Canadian Simmental Association, as well as in-depth dialogue with a far-reaching group of individuals directly linked to the Canadian Simmental Association, the Young Canadian Simmental Association, and the beef and agriculture industry in general. Spring Creek Land & Cattle Consulting has focused on providing a quality, professional and thorough review of the Young Canadian Simmental Association program, including strategic recommendations for consideration by the Canadian Simmental Association Board of Directors. Spring Creek Land & Cattle Consulting accepts no legal liability arising from or connected to the accuracy, reliability or completeness of information provided to us in undertaking this review.

Contributing Authors: Janice Bruynooghe, MSc PAg
Sandy Russell, MSc PAg
Carla Schmitt, BSA AAg

Glossary of Terms & Definitions

AJSA - American Junior Simmental Association

AQHA – American Quarter Horse Association

AQHYA - American Quarter Horse Youth Association

ASA - American Simmental Association

CAA - Canadian Angus Association

CBBC – Canadian Beef Breeds Council

CCA - Canadian Charolais Association

CCYA - Canadian Charolais Youth Association

CHA - Canadian Hereford Association

CJAA - Canadian Junior Angus Association

CJHA - Canadian Junior Hereford Association

CSA - Canadian Simmental Association

GSSF - Garth Sweet Simmental Foundation

YCSA - Young Canadian Simmental Association

1.0 Executive Summary

Young Canadian Simmental Association (YCSA) Members comprise an integral and active component of the Canadian Simmental Association (CSA) membership. Currently, **454 YCSA Members** range in age from Novice (10 years and under) to Senior (18-25 years). As stated within the CSA By-laws, 'YCSA Members must be an individual, 25 years of age or younger; be interested in advancing the objectives of [the CSA]; and agree to comply with the By-laws of [the CSA]. It is this direct relationship between YCSA Members and Active CSA Members that provides the opportunity for young cattle producers to learn from the guidance and direction of the leaders of the CSA.

Based upon an extensive review of the current YCSA program, a number of **opportunities** as well as **areas for improvement** have been identified related to: YCSA membership numbers and the upper age limit, governance structure, staff and CSA Active Member support, communication, and financial management.

Divergent perceptions of financial management, governance structure, and interactions with the Garth Sweet Simmental Foundation (GSSF) result in a lack of clarity for CSA Members (both Active and YCSA) and staff, as well as for GSSF as a partner organization. Based on the review of all available legal governing documents for both the CSA and the GSSF, the YCSA is **not** under the authority of the GSSF. This misinterpretation is negatively impacting not only the YCSA but also the CSA and GSSF.

A number of themes were identified when reviewing and **evaluating youth components of other livestock youth associations** including the value of a well-defined governance model, shared objectives between the youth and 'parent' organization, use of innovative and novel tools and technology, and the important role of a youth coordinator.

Strategic recommendations are presented for consideration for implementation by the Canadian Simmental Association (CSA) and the Young Canadian Simmental Association (YCSA) in their efforts to strengthen, improve and expand the focus on young industry leaders. Highlights include:

- **Membership and Governance**
 - ✓ reduce upper age limit for YCSA members to 21 years;
 - ✓ update all governing documents related to YCSA ensuring all approvals are attained as required under CSA legal governing documents;
 - ✓ development of a YCSA Policies and Procedures manual;
 - ✓ appoint one (1) YCSA National Board member *ex officio* to CSA Board of Directors;
 - ✓ eliminate CSA Director Liaison position; and
 - ✓ restructure Adult Advisors group.

- **Staff Support for Youth**
 - ✓ hire a YCSA Coordinator on a contract basis under direction of a clearly defined position description, to act upon recommendations and implement policies and procedures.

- **Financial Management**
 - ✓ CSA to regain management, oversight and reporting of all YCSA financial activities;
 - ✓ define and implement a process for annual budgeting and approvals as required by CSA Board of Directors;
 - ✓ all YCSA financial transactions to be overseen by the YCSA Coordinator and approved by both the YCSA Coordinator and the CSA General Manager;
 - ✓ submission of an annual application to GSSF for funds to support YCSA activities and initiatives;
 - ✓ provision of regular detailed financial reports to all meetings of YCSA Members, YCSA National Board, CSA Active Members, and CSA Board of Directors;
 - ✓ signing authority for YCSA be designated from within the CSA membership and staff, pursuant to the overarching policies of the CSA; and
 - ✓ clear definition of national YCSA funds versus provincial YCSA funds and fundraising efforts.

- **Communication**
 - ✓ develop a communication strategy with a focus on both internal and external dialogue and flow of information; and
 - ✓ emphasis placed on technology tools including social media and updated web presence.

- **Activities and Initiatives**
 - ✓ expansion of YCSA-led initiatives (Leadership Conference, Junior Ambassador Program, Mentorship Pilot Program);
 - ✓ enhanced partnerships and greater involvement in external activities; and
 - ✓ increased participation in CSA-led events.

The YCSA has a long and positive history of representing and coordinating activities for the youth Members of the CSA. It is fully anticipated that this focus and success can and will continue well into the future. It will be the ongoing commitment and vision of industry leaders which will enable those accomplishments to be achieved.

2.0 Introduction

Formed in 1969, the Canadian Simmental Association (CSA) *'has since been committed to developing tools to assist its membership in improving beef production in Canada'*.¹ As part of these efforts and with a commitment to youth as the next generation of industry leaders, the Young Canadian Simmental Association (YCSA) was formed in the early 1980's and has *'long been recognized as one of the most successful junior cattle organizations and many industry leaders have benefitted from its programming'*.¹ The YCSA program *'focuses on education, teamwork, and hands-on experience for young, future cattle people'*.²

In support of a commitment to youth and with the goal of expanding and improving efforts, the CSA recognized the need for a review of its current junior programming. A focus was placed upon clearly defining organizational structure and governance, specifically the relationship between the YCSA and the CSA as well as partnering entities. To address these objectives, the CSA engaged the services of Spring Creek Land & Cattle Consulting to conduct an in-depth review of the current YCSA program and provide strategic recommendations focused on strengthening the YCSA.

¹ Canadian Simmental Association <http://www.simmental.com/>

² Young Canadian Simmental Association <http://www.simmental.com/aboutycs.htm>

3.0 Review of Young Canadian Simmental Association (YCSA) Program

3.1 Overview of the YCSA

Delivering youth activities of the Canadian Simmental Association (CSA), the objectives and purposes of the Young Canadian Simmental Association (YCSA) have been outlined to include (as noted in [YCSA documents](#)):

- I. *To improve and promote Canadian Simmental genetics.*
- II. *To improve and develop the capabilities of youth, both individually and through group participation, in breeding, raising, exhibiting, and promoting Simmental cattle.*
- III. *To develop and improve leadership, sportsmanship, and moral character among its Members.*
- IV. *To direct, assist, and guide provincial YCSA organizations with their youth programs and activities.*

Current guiding policies and principles for the YCSA program are outlined in two documents namely referred to as the '[YCSA Constitution](#)' and '[YCSA Rules](#)'. It is important in this review process to note that both of these documents have been adopted (January 23, 2004) by the YCSA National Board of Directors but **have not been approved by the CSA Board of Directors or the YCSA membership**. Due to the fact that these are currently the only documents outlining YCSA governance and are being used as guiding policy, they have been referenced in this review.

3.2 Membership

As defined within the [CSA By-Laws](#), two categories of CSA Members exist including: (a) Active Members; and (b) Young Canadian Simmental Association Members ([Appendix A – 'Application for Membership'](#)). By the nature of this structure YCSA Members form an integral component of the CSA.

To be eligible to become a YCSA Member a person must be 25 years of age or younger and be interested in advancing the objectives of the CSA. As a youth Member, individuals must comply with the By-Laws of the CSA, the *Animal Pedigree Act* and the *Health of Animals Act*, in the same manner as Active Members of the CSA. Eligibility differentiation between an Active and YCSA Member also includes that Active Members must be the registered owner of at least one Simmental animal. To be eligible to become an Active Member a person must be 18 years of age or older.

PART I - MEMBERSHIP

SECTION 1 - CATEGORIES, ELIGIBILITY AND DUES
Categories of Members

5. *The Association shall have the following categories of Members:*

- (a) Active Members; and*
- (b) Young Canadian Simmental Association Members.*

(excerpt from CSA By-Laws, July 2009)

As Members of the CSA, '*the YCSAshall operate within the scope, bylaws, rules, policies and regulations of the Canadian Simmental Association. The constitution and bylaws of the YCSA, as ratified by the membership of the YCSA and approved by the Board of Directors of the CSA, are to serve as a framework within which the affairs of the YCSA shall be conducted*' (as noted in the [YCSA Constitution](#)).

It is this direct relationship between youth and Active Members that provides the opportunity for young cattle producers to learn from the guidance and direction of the leaders of the CSA.

General rights of YCSA Members include:

- (a) receive notice of all meetings of the Members;*
- (b) attend any meeting of the Members; and*
- (c) register, transfer and enroll cattle at the fee level prescribed for Active Members.’ ([CSA By-Laws](#))*

In addition, a YCSA Member in good standing 18 years of age or older may:

- (a) vote on any matter at any meeting of the Members;*
- (b) vote in any election of Directors;*
- (c) act as proxy for Voting Members; and*
- (d) make representations on any matter at any meeting of the Members.’ ([CSA By-Laws](#))*

Membership dues for both Active Members and YCSA Members are established by special resolution of the CSA Board of Directors. Current membership dues for YCSA Members are a one-time \$25 fee. When a YCSA Member applies to become an Active Member of the CSA prior to his twenty-sixth birthday the membership dues paid by the YCSA Member shall be applied against the membership dues payable on approval as an Active Member. If an application is made after a YCSA Member’s twenty-sixth birthday the membership dues established for Active Members must be paid.

As noted in the [YCSA Constitution](#), *‘only provincial organizations recognized by both the YCSA and CSA will be permitted the use and benefits accorded to YCSA activities and events. Provincial fees are to be left to the discretion of the Provincial YCSA Association. At the provincial level:*

- I. A list of the Provincial/Regional YCSA officers and directors is submitted to the CSA on or before January 1st of each year.*
- II. All Provincial/Regional YCSA officers and directors shall be Members of the YCSA.*
- VI. No provisions of the Provincial/Regional Association shall be in conflict with the YCSA or CSA constitution, bylaws or general rules and regulations.*
- VII. Membership is open to all youth twenty five years of age and under as of January 1st of the membership year.*

As of February 2014, the CSA reports a total of 454 YCSA Members with a provincial breakdown including: 15 Nova Scotia (3.5%), 12 Prince Edward Island (2.5%), 3 New Brunswick (<1%), 35 Quebec (7.5%), 89 Ontario (20%), 54 Manitoba (12%), 72 Saskatchewan (16%), 158 Alberta (35%), and 16 British Columbia (3.5%).

An examination of current membership age divisions indicates that 62% of YCSA Members are 18 years of age or older. Members between the ages of 11 and 17 comprise 31% of the total 454 youth Members of the CSA ([Appendix B](#)).

3.3 Governance

As outlined within legal governing documents ([CSA By-Laws](#)), the YCSA is part of the CSA. It is important to note that current CSA guidelines indicate that as Members of the CSA, YCSA Members *'shall be subject to all rules and bylaws of the Canadian Simmental Association. The constitution and bylaws of the YCSA, as ratified by the membership of the YCSA and approved by the Board of Directors of the CSA, are to serve as a framework within which the affairs of the YCSA shall be conducted. Amendments to the constitution, as well as all policy decisions made by the YCSA Board of Directors and or the YCSA membership, shall be subject to final approval by the Canadian Simmental Association Board of Directors...'* ([YCSA Constitution](#)).

YCSA National Board of Directors

The YCSA National Board of Directors is comprised of *no less than six (6) Members and no more than eight (8) Members*, with the majority of the directors being Presidents of each of the provincial/regional YCSA organizations. The Members in attendance at the YCSA National Classic elect by majority vote, directors to serve a two (2) year term on the YCSA National Board ([YCSA Constitution](#)).

Officers and Executive Committee

The YCSA National Board of Directors elects their Executive Committee comprised of President, First Vice President, and Executive Officer. Terms of office are one year in length or until successors are elected. Powers of the Board of Directors are vested in the Executive Committee, which is authorized to direct affairs of the YCSA between National Classics/Annual Meetings of the YCSA Members, or the Board of Directors ([YCSA Constitution](#)). Definitions of officers' roles and responsibilities have been defined in the 'YCSA Job Descriptions 2011' document ([Appendix C](#)).

Meetings

Historically held during the National Classic youth show, the Annual General Meeting of YCSA Members is conducted to elect the Board of Directors and conduct business related to youth activities. An annual meeting of the YCSA Board of Directors is held to elect officers with special meetings of the Board of Directors called, by the President or majority of Board of Directors, as needed. ([YCSA Constitution](#))

YCSA Provincial Board of Directors

As outlined in the [YCSA Constitution](#), provincial organizations are guided by the following:

- III. *YCSA Provincial/Regional Boards of Directors shall consist of not less than 4 persons and not more than 8 persons.*
- IV. *YCSA Provincial/Regional Boards of Directors shall consist of the following Officers: President, Vice President, Secretary and Treasurer.*
- V. *Both the President and Treasurer shall hold office for a two year term following election. Both the Vice President and Secretary shall hold office for a one year term following election. No Officer of the Executive shall hold office for more than one term consecutively.*

YCSA Coordinator

As an important resource for the youth component of the CSA, a YCSA Coordinator is currently under contract with the CSA in a part-time position while salary is issued by the GSSF. Financial support for this position is allocated as part of the YCSA annual budget. The Coordinator job description ([Appendix D](#)) includes, but is not limited to the following responsibilities:

Coordinate the Canadian Simmental Association's junior Member program (YCSA) in an effective and efficient manner as possible with focus on the following responsibilities;

- *Oversee, develop and administer the YCSA (e.g. attend and help plan..... Provincial and National Classics.)*
- *Provide guidance and offer direction to National and Provincial boards of directors of the YCSA.*
- *Develop and adhere to budgets in cooperation with the National YCSA board and the Canadian Simmental Association – YCSA committee chairperson.*
- *Develop new and expand current YCSA programming.....*
- *Be a liaison between the CSA board and the National YCSA board – provide quarterly update reports to the CSA board.*
- *Be a liaison between the YCSA and American Simmental Association and the American Junior Simmental Association.*
- *Be an ambassador of programs development for and by the YCSA organization.*
- *Assist in the implementation of the YCSA communications strategy, including coordinating YCSA news and material for publication in the Simmental Country, the CSA E-Newsletter and assisting in the updating of the YCSA portion of the CSA website.*

Regular updates are provided by the Coordinator to the CSA General Manager with this information conveyed to the CSA Board or Directors within the General Manager's Report.

Adult Advisors

In an effort to facilitate mentoring for the next generation of industry leaders, the CSA suggested creation of an informal group of adult advisors to provide guidance and support to YCSA Members. This initiative was recently implemented by the YCSA. The following information was provided via personal communication by the current YCSA Coordinator.

One advisor from each province shall be selected by the provincial Simmental board to serve a one-year term in an advisory capacity to the YCSA provincially and nationally. These persons should be knowledgeable in the Simmental industry, exceptional in personality and proven in their ability to communicate with youth. They should serve in an advisory capacity with a major objective of stimulating enthusiasm and desire in the delegates. They should, as necessary, provide to the best of their ability, both the pros and cons of a possible program or action, etc. Above all, they should refrain from actively doing the juniors' work. The role of Adult Advisors includes:

- *Provide advice and monitor the financial controls and reporting systems.*
- *Monitor projects and stimulate communications within the provincial associations and to the*

National Board

- *Provide organizational assistance to the juniors at the Provincial Classics.*
- *Police parent involvement at the classics and other sanctioned junior events.*
- *Assists with the organization and coordination of junior events and projects.*

CSA Director Liaison to YCSA

Initiated in 2004, one member of the CSA Board of Directors is designated as a direct liaison with YCSA Members and the YCSA National Board. This individual provides regular reports on youth activities and initiatives to the CSA Board of Directors. They serve as a link between the YCSA National Board, its Officers and Executive Committee and the CSA Board of Directors.

3.4 Activities and Initiatives

In an effort to actively fulfill the objectives of the program, the YCSA takes the lead in providing opportunities for youth Members with a focus on education, teamwork and hands-on experience.

The YCSA events include many different activities to arm our youth with the tools they will require to become not only better cattlemen and cattlegirls, but better business people as well. Along with the traditional showing of cattle at YCSA Classic Events, competitors must also complete herdsman and sire summary quizzes, and compete in an animal judging competition. Additionally, several other competitions are also often held, such as graphic marketing, sales talk, public speaking, and team showing. All of these events are completed WITHOUT parental assistance. The age groups involved in the YCSA range from under 10 to 25 years old, so the youth are always actively helping each other out. It is a great environment for youth to learn to work together and learn from each other. The younger competitors have a chance to learn how to work more independently, and the older youth have the opportunity to fulfill leadership roles, that will be so fundamental in their future endeavours in life. Most importantly are the life-long friendships that arise out of this program. ([About YCS](#) - www.simmental.com)

YCSA Members have the opportunity to take part in the National Classic cattle show which is held annually. YCSA membership is not required, but is encouraged to attend the Provincial Classics ([YCSA Rules](#)). Provincial and National Classics consist of confirmation classes, showmanship, public speaking, sales talk, beef bowl, judging, sire summary quiz, herdsman quiz, and an interview competition. The National Classic rotates on an annual basis across Canada, organized by the host province and overseen by the YCSA Program Coordinator.

[Scholarships](#) are available to YCSA Members to assist in funding of post-secondary education and include the: Dr. Allan A. Dixon Memorial Scholarship, Trevor Vance Memorial Scholarship, Alberta YCSA Jaron Arntzen Memorial Scholarship, Alberta YCSA Scholarship, and Manitoba YCSA Scholarship. The Dr. Allan A. Dixon Memorial Scholarship is currently administered through the Garth Sweet Simmental Foundation (GSSF). Administration of the Trevor Vance Memorial Scholarship is directed by the

Canadian Simmental Association. Alberta and Manitoba scholarships listed are administered through the scholarship committees of those named provinces.

Most recently the YCSA developed a Mentorship Pilot Program designed to take place during the summer months and provide a selected YCSA Member with the opportunity to travel to another province to work on and explore a host farm's Simmental program for a two week period. Based on an application process, efforts will be made to match the Member with a farm of their interest. To date, this program has not been active.

Through the aforementioned events and activities, YCSA Members within the CSA are provided with a variety of learning opportunities targeted at a widespread age range.

3.5 Financial Management

As indicated within legal governing documents ([CSA By-Laws](#)), YCSA is a component of the CSA and therefore all financial aspects of the YCSA are under the authority of the CSA Board of Directors and should be managed and overseen by the CSA. Presently this is not the case as many of the financial activities of the YCSA are occurring within the GSSF.

Currently, general budgeting for annual YCSA activities is completed by the YCSA Coordinator and is approved by the YCSA National Board with input from the CSA Director Liaison. Review and final approval of the YCSA annual budget is completed by the CSA General Manager on behalf of the CSA Board of Directors.

Membership fees paid by YCSA Members (\$25 + tax) are remitted to CSA and a receipt for membership fees paid is issued by the CSA.

Revenue to support YCSA activities at present includes funds allocated by the CSA (\$10,000/year assigned to the Coordinator position), in addition to funds provided by a number of partners including the Garth Sweet Simmental Foundation (GSSF), corporate sponsors, as well as individual Simmental breeders.

As part of their commitment to youth, GSSF hosts an annual auction with a percentage of proceeds raised supporting activities of the YCSA. This relationship between GSSF and the YCSA, including financial support for YCSA activities is not currently formalized and no official agreement is in place regarding allocation of funds by GSSF or the application process for the YCSA to request funds.

Funds allocated for youth activities by the YCSA are presently "housed within the GSSF structure" (personal communication, CSA General Manager), including the YCSA bank account. The majority of YCSA financial activity, but not all, is included within the GSSF financial statements which are reported as part of the GSSF Charity Return filed annually with Canada Revenue Agency. At the present time, a detailed annual financial report for YCSA activities is not prepared or presented at the YCSA Annual General Meeting or the CSA Annual Meeting.

Signing officers for the YCSA account currently include two CSA staff members and one GSSF Director.

Budgeting, allotment, and management of funds for YCSA activities, both at the national and provincial level, are currently quite unstructured. At present, an informal agreement exists whereby \$4,000 is provided by the national YCSA to the province hosting the annual National Classic as start-up funds for the event. Any additional needed funds to deliver the event must be raised by the provincial host group. Provisions are not in place to manage a financial loss and any profit remains with the host provincial YCSA.

3.6 YCSA and the Garth Sweet Simmental Foundation (GSSF)

Incorporated under the *Canada Corporations Act* in November, 2008, and as a registered charity under the *Income Tax Act*, the Garth Sweet Simmental Foundation (GSSF) includes as its objects:

- (a) To educate young Canadians; scholarships and bursaries will be awarded to further this object;*
- (b) To benefit the community by enabling improvements in agriculture through cattle husbandry research.*

With the Foundation's three [main goals](#) including: Genetic Research & Development, the Dr. Dixon Scholarship, and Youth Development, the GSSF plays a central role in supporting the activities of the YCSA. Through funds generated by the annual GSSF Auction as well as provision and administration of scholarships and bursaries for young leaders, the GSSF is an extremely important partner for the CSA and their YCSA Members.

Based on a review of all available legal governing documents for both the Canadian Simmental Association (CSA) and the Garth Sweet Simmental Foundation (GSSF), the Young Canadian Simmental Association (YCSA) is **not** under the authority of the GSSF.

4.0 Key Findings: Issues and Opportunities

The YCSA has a long and positive history of representing and coordinating activities for the youth Members of the CSA. Based on the extensive review undertaken and the key findings of this initiative, a number of opportunities as well as issues or areas for improvement have been identified. An analysis and summary of these recognized findings provides the opportunity to develop strategic recommendations for the future of the YCSA.

4.1 Issues

- Membership numbers are not comparable between age divisions with the number of Senior (18-25 years) Members significantly greater than in the younger age categories. Looking to the future, it may be a challenge to maintain or increase the number of YCSA Members as Seniors 'graduate' and fewer numbers of younger Members are available to move into youth leadership roles;
- The upper age limit of 25 years of age for youth Members may be hampering the ability of the YCSA to focus on effective and targeted youth initiatives and activities as they attempt to meet the needs of a very wide age range. This may also be impacting governance and leadership development;
- Overall YCSA governance is not well-defined, including within the YCSA itself, interaction with CSA Board of Directors, and GSSF. This dynamic leads to misinterpretation and lack of clarity for Members, directors and staff. The current structure involves many levels and a large number of individuals;
- Communication deficits exist and have been identified by those involved, both internal (amongst YCSA Members, between CSA and YCSA, between YCSA Coordinator and YCSA Members) and external (between YCSA and the Canadian beef industry including a presence and visibility for potential future Members);
- Effectiveness of a Coordinator position has not been fully attained due to the part-time nature of the position, governance challenges, and communication issues;
- The roles of the CSA Director Liaison, the YCSA Coordinator, and Adult Advisors have not been clearly defined therefore leading to overlap of duties and significant communication challenges for YCSA Members, the YCSA Coordinator and CSA General Manager;
- YCSA appears to have limited formal participation in youth activities (such as industry events, conferences, meetings) delivered by other youth associations/organizations from across the North American beef industry. Many events and initiatives are complimentary to the objectives of the YCSA and partnerships may be mutually beneficial;
- Divergent perceptions and significant misinterpretations of financial management, governance structure, and interactions with GSSF result in a lack of clarity for CSA Members (both Active and YCSA) and staff, as well as for GSSF as a partner organization. This is negatively impacting not only the YCSA but also the CSA and GSSF.

4.2 Opportunities

- With a total of 454 current YCSA Members, including a presence in nine provinces, youth activities and initiatives led by the CSA are well positioned to expand across Canada;
- With a youth component in place, including provincial presence, the groundwork exists to improve and further develop the activity level and involvement of young leaders across the country and in all aspects of the industry;
- As part of the overall CSA membership, YCSA Members have an excellent opportunity to be mentored by, interact with, and learn from other CSA Members, particularly the CSA Board of Directors. Options to further expand these opportunities may include youth attendance and active involvement in additional CSA meetings and events;
- The current existence of a YCSA Coordinator position illustrates a commitment and focus on youth Members with the opportunity for an expanded role;
- With funding sources currently in place both internal to the CSA and provided by supportive partners and sponsors, the YCSA is well positioned to become more actively involved in clearly identifying priorities and areas of focus, developing detailed financial budgets, delivering quality youth programming and reporting on annual accomplishments.

5.0 Assessment of other Youth Associations

A scan of the youth component of a number of livestock organizations external to the YCSA was conducted to identify organizational structures and governance models that have exhibited success. The following summary provides an overview of significant findings that may be applicable for the YCSA.

5.1 Canadian Junior Angus Association (CJAA)

As stated in their Bylaws, the Canadian Junior Angus Association's (CJAA) goal is *'to prepare future cattle persons for the beef industry. [The CJAA] will distribute a medium to educate and inform juniors about the Angus industry. With avid promotion and the commitment and enthusiasm of the Canadian Junior Angus Association Board of Directors, [the CJAA] will unite juniors across Canada while providing them with new and exciting opportunities.'*

Membership within the CJAA is *'effected through the Canadian Aberdeen Angus Association. A junior Member of the Canadian Aberdeen Angus Association shall automatically become a Member of the Canadian Junior Angus Association.'*

Within the organization, a dedicated staff person leads the coordination and delivery of the junior program. It has been noted that the CJAA's membership recruitment and retention has strengthened through the increased use of social media tools. The Junior Ambassador Program organized through the Canadian Angus Foundation for CJAA Members has been extremely effective in recognizing youth in the Canadian Angus Association as leaders and facilitating the interaction of youth with leaders in the industry (personal communication, Michael Latimer – CBBC Executive Director).

5.2 Canadian Junior Hereford Association (CJHA)

A clear and concise overview of The Canadian Junior Hereford Association (CJHA), the organization and junior Members as a class of the Canadian Hereford Association (CHA) is outlined in the [CJHA Handbook](#).

Within the CJHA, Adult Advisors (usually one per provincial association) act as a liaison between the provincial junior associations and the provincial Hereford associations, as well as with CHA Directors and the CHA office. Regular meetings of Advisors are held to ensure effective communication for all involved. In addition, the CJHA brings their National Board and Adult Advisors together annually for a National Council Meeting Weekend with a focus on the planning and leadership development.

5.3 Canadian Charolais Youth Association (CCYA)

The [Policies and Procedures](#) of the Canadian Charolais Youth Association (CCYA) are very clearly structured including directives focused on provincial activities. This provides transparency and ease in delivery of junior programs. A CCYA Coordinator is responsible for communicating and reporting the youth interests and concerns to the Canadian Charolais Association (CCA) National Board and CCA Membership Committee, which provides for direct dialogue and effective interchange of ideas.

Of particular note is the detail provided in relation to financial aspects of the youth program and its activities including start-up monies for national shows, allocation of profits and responsibility for losses.

5.4 American Junior Simmental Association (AJSA)

The [American Junior Simmental Association](#) (AJSA) is an existing association under the parent organization, American Simmental Association (ASA). All decisions made by the AJSA Board of Trustees, are subject to final approval by the ASA Board of Trustees. Interaction between the ASA Board of Trustees and AJSA Board of Trustees has been aided by joint participation in the Association's Annual Meeting.

The AJSA Board of Trustees consists of committees in addition to the Executive including Marketing, Financials, Membership & Communications, and Leadership. These clearly defined committees provide value in the process of completing tasks and delivering annual events. Recruitment and retention of the AJSA membership is a focus for the Membership & Communications committee and this effort has resulted in AJSA membership numbers remaining steady.

Dealing with a large geographic area and recognizing the potential limited ability of junior Members to travel, video technology has been employed as a means to get more people participating in events at National Classics and various other contests.

5.5 American Quarter Horse Youth Association (AQHYA)

The [American Quarter Horse Youth Association](#) (AQHYA) is a division of the American Quarter Horse Association (AQHA), 'the world's largest equine breed registry and membership organization.' (About AQHA - www.aqha.com)

As stated with the [bylaws](#), classes of AQHYA Members include:

(a) Organizational Members, consisting of youth affiliates. The designation youth affiliate shall be defined as one youth association per state/province or international affiliate, acceptable to and approved by AQHYA and its Advisory Board.

(b) Individual Members, consisting of boys and girls 18 years of age or under. The age of the youth as of January 1 will be the age maintained the entire year.

An Advisory Board to the AQHYA consists of the AQHA President, the AQHA Executive Vice President, Chairman of the Youth Activities Committee, Director of Youth Activities, Senior Manager of Youth Activities and any additional Members appointed by the AQHA Executive Committee. This Advisory Board consists of at least four adults to assist the AQHA Youth Activities Committee in directing the activities of AQHYA.

The AQHYA hosts annual leadership seminars, contests, and trainings that actively engage youth Members throughout the year. A Youth Excellence Seminar provides the opportunity for youth from across the U.S. and other countries to participate in a youth leadership summit, elections, and the equine competitions/shows. The leadership summit focuses on building leadership skills of youth Members and is just one component of youth programming that encourages active involvement in the organization.

5.6 Key Organizational Areas of Focus

A number of themes were identified when reviewing and evaluating youth components of other livestock youth associations and organizations:

- youth associations are commonly structured to operate within and as part of the 'parent' association;
- a youth coordinator allows for program building, strengthens youth components and markedly improves the flow of communication within the organization;
- associations operate most effectively and efficiently with a well-defined, clear and concise governance model;
- social media tools have been extremely effective in membership recruitment and retention;
- youth-focused, directed and led activities and events are vital to providing junior Members with opportunities to stay engaged and active in the organization;
- geographic distances are an underlying issue for any national association. Innovative approaches such as, including the use of technology, provide alternative options to engage Members who may be otherwise unable to participate; and
- a fundamental priority in order to ensure sustainability and success is that youth and parent organizations maintain common objectives and purpose.

6.0 Strategic Recommendations

The following recommendations are based upon the preceding review and analysis. They are practical, feasible and strategic – intended to be considered for implementation by the Canadian Simmental Association (CSA) and the Young Canadian Simmental Association (YCSA) in their efforts to strengthen, improve and expand the focus on young industry leaders.

6.1 Membership and Governance

At present, there exist significant misperceptions with regards to the governance structure of YCSA, its role within the CSA, and relationship with the Garth Sweet Simmental Foundation (GSSF). It is imperative to reiterate that **YCSA Members are one category of CSA Members with rights clearly outlined within the CSA Bylaws.**

Recommendations:

- focus on increasing youth membership numbers, particularly within the Junior and Intermediate age categories (11-17 years old);
- once younger Member numbers begin to increase, reduce the upper age limit for YCSA Members to 21 years of age. This action is recommended over a period of no greater than three (3) years;
- ensure a clear understanding of the organizational structure of the CSA, specifically membership categories and governance, by ALL CSA Members. As part of any modifications or amendments, it is strongly recommended that legal counsel be involved in this process;
- update all existing YCSA governing documents where needed, and gain approval as instructed within CSA legal governing documents, from Members at all levels (including YCSA Members, YCSA National Board of Directors and CSA Board of Directors);
- undertake development of a YCSA Policies and Procedures handbook/manual. Detail and clarity are critical to this document with input necessary throughout the development process from YCSA Members, staff and CSA Board members. Final approval rests with the CSA Board of Directors;
- include one (1) YCSA National Board member (recommend YCSA President) as *ex officio* to the CSA Board of Directors;
- improve communication within the YCSA National Board. Explore options for an additional in-person Board meeting during the year, potentially linked to expanded YCSA activities, and use of technology (webinars, video conference) to facilitate this objective;
- eliminate the CSA Director Liaison position. With the addition of one YCSA National Board Member participating *ex officio* at the CSA Board, an increased focus on internal communication, adherence to proper governance, and expansion of the YCSA Program Coordinator role, this position will no longer be required;
- restructure the Adult Advisors group with a renewed focus on their liaison role within the provincial associations and mentoring of YCSA leaders. It is essential that the Adult Advisors' role be clearly defined and effectively communicated to all those involved. Movement to a simplified

and streamlined governance structure will include a more active role for the YCSA Coordinator both in restructuring the Advisors and encouraging their involvement in those activities where the true value lies.

6.2 Staff Support for Youth

In order to maximize the potential of youth Members and revitalize the YCSA program, a renewed focus must be placed on allocation of resources towards staffing support for the YCSA.

Recommendations:

- employ a YCSA Coordinator on a contract basis, initially for a one (1) year term, reporting to the CSA General Manager to act upon recommendations of this review and implement policies and procedures. It is anticipated that in this first year the Coordinator's workload will require the equivalent of an estimated 0.5 to 1.0 Full-Time Equivalent (FTE). A one-year term initially will allow the CSA Board of Directors to evaluate the success of the position, assess adjustments to the YCSA program, and determine workload and priorities for the future;
- funds for a full-time YCSA Coordinator can be initially sourced from within the current YCSA allocated funds. Going forward it will be the Coordinator's responsibility to expand current and develop new revenue streams, as needed, for the YCSA program. It is anticipated that a clearly outlined annual application with corresponding budget be made to the GSSF requesting annual financial support for the Coordinator position and programing, as part of their focus on youth development;
- A clearly defined position description needs to be developed and approved by the CSA Board of Directors, with input from the YCSA Executive. The key skills for an effective YCSA Coordinator should include:
 - ✓ highly motivated and passionate about working with youth;
 - ✓ knowledge of the agriculture industry (beef/livestock preferred);
 - ✓ strong working knowledge of computer programs, website maintenance, social media tools and applications;
 - ✓ experience in management and leadership roles, including practical familiarity with board governance; and
 - ✓ experience with financial management – and budget preparation and monitoring.

Throughout the review process, a deliberate focus has been placed upon clearly defining and restructuring, where needed, the overall governance model as it relates to the youth component of the Canadian Simmental Association (CSA). Figure 1 outlines the recommended interactions and links for CSA Members, specifically the YCSA, and CSA staff. A clear and streamlined link and interaction between Members (Active and YCSA) and staff is needed. YCSA representatives from the provincial YCS associations form a critical link between the YCSA membership across Canada and the YCSA National Board. The YCSA Coordinator is vital to the success of the YCSA program and forms an integral

connection between YCSA Members (including all Members, provincial YCSA representatives, and YCSA National Board) and the CSA General Manager. The function of adult advisors must be redefined to create a strengthened relationship between Active and YCSA Members.

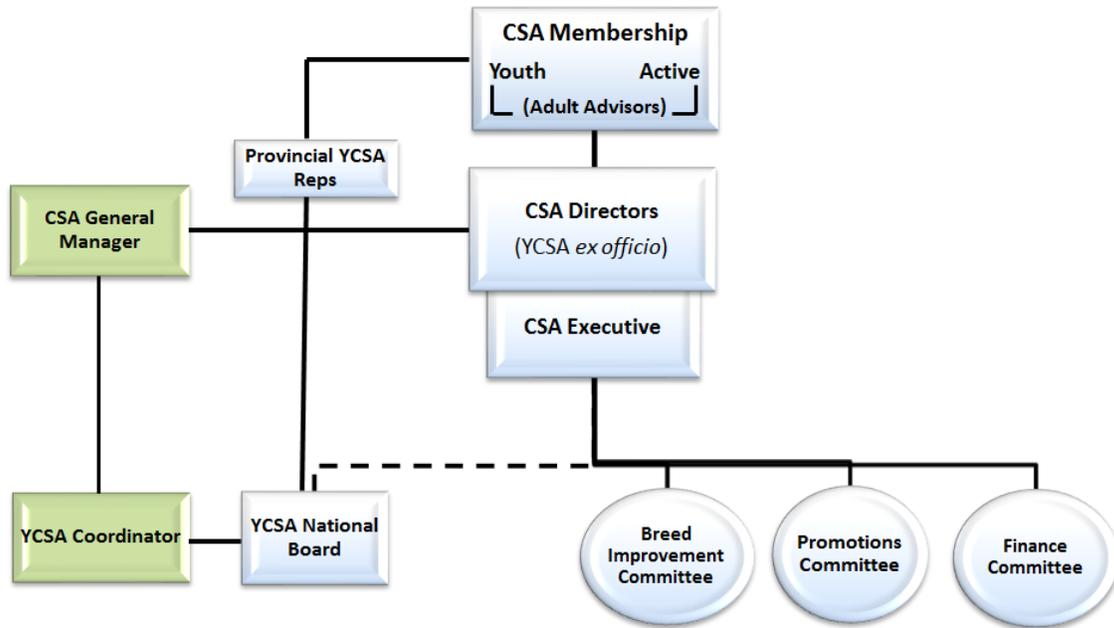


Figure 1. Recommended Governance Model

6.3 Financial Management

A clear classification, process of budgeting and reporting, and management of YCSA funds is not currently in place, within all levels of the CSA.

Recommendations:

- CSA to regain management and oversight of all YCSA financial activities;
- a defined process for annual budgeting is necessary, with active participation from the YCSA Executive Committee. Development of an annual budget and structure for approval is vital and a fundamental component of planning for youth activities and initiatives – the two cannot be mutually exclusive. A concise and accurate budget for each upcoming fiscal year will ensure that a precise and detailed application be submitted to GSSF for consideration. As well, budgeting with the required approvals will allow for accurate estimates related to the need for funding sources including supporters, partners and corporate sponsors;
- development of YCSA Policies and Procedures must include a focus on all aspects of financial management. Specific recommendations include:

- ✓ all YCSA financial transactions overseen by the YCSA Coordinator and approved by both the YCSA Coordinator and the CSA General Manager;
- ✓ submission of an annual application to GSSF, in a format determined by GSSF, for funds to support YCSA activities and initiatives; ;
- ✓ provision of regular detailed financial reports to all meetings of YCSA Members, YCSA National Board, CSA Active Members, and CSA Board of Directors;
- ✓ YCSA funds to be reported as part of CSA financial reports with all applicable income and expense coded as a YCSA transaction within the CSA financial structure;
- ✓ signing authority for YCSA be designated from within the CSA membership and staff, pursuant to the overarching policies of the CSA;
- ✓ clear definition of national YCSA funds versus provincial YCSA funds and fundraising efforts; and
- ✓ provision for profit or loss following delivery of youth events.

6.4 Communication

Expanded and enhanced communication efforts, both internal and external, are recommended to assist in achieving strategic recommendations for the YCSA.

Recommendations:

- the YCSA Coordinator must develop a communication strategy focused on effective internal communication amongst YCSA Members (national and provincial levels). As well, this will facilitate enhanced collaboration between the CSA Board of Directors and the YCSA National Board;
- to improve both internal and external communication efforts, a focus should be placed on technology tools including social media and an updated web presence. Internally, a strong communication plan is needed to expand dialogue with CSA Active Members through existing CSA communication efforts (such as publications). In an effort to reach and attract potential future Members, communication efforts need to be broad-based, including exploring potential partnerships with other organizations/groups.

6.5 Activities and Initiatives

Increased youth activity, resulting in growing membership numbers and success in meeting objectives and purpose, can occur under the direction of the YCSA Coordinator.

Recommendations:

- explore creation and expansion of YCSA-led activities and initiatives. Suggestions include: creation of a Leadership Conference and Junior Ambassador Program, incentives for YCSA Members to recruit new Members ('bring a friend to a YCSA event'), rewards for attending annual events ('heifer draw'), and evaluation of the inactive Mentorship Pilot Program;

- partner with external organizations to deliver complimentary and collaborative youth initiatives. This may include links to other youth associations, broad agriculture and livestock industry initiatives, educational institutions, and others as identified and complimenting YCSA and CSA objectives;
- increased involvement of YCSA Members in external activities that currently exist within the agriculture and livestock industry;
- expanded involvement of YCSA Members in CSA-led events, meetings and initiatives;
- explore additional external funding sources targeted at youth to support expanded activities.

The YCSA has a long and positive history of representing and coordinating activities for the youth Members of the CSA. It is fully anticipated that this focus and success can and will continue well into the future. It will be the ongoing commitment and vision of industry leaders which will enable those accomplishments to be achieved.

References & Information Sources

Data Sources

- AJSA Constitution: <http://www.simmental.org/site/index.php/constitution>
- AQHA Handbook: <http://www.aqha.com/Resources/2014-Handbook/AQHYA-Bylaws.aspx>
- CCYA Policies and Procedures- Approved 2010: <http://youth.charolais.com/policies.html>
- CJAA Bylaws - approved 2008
- CJHA Handbook - approved 2011:
http://www.hereford.ca/4_juniorForms/cjha_handbook_2011.pdf
- CSA Bylaws - approved 2009: http://www.simmental.com/PDF%20files/CSA_By-laws_2009.pdf
- GSSF Annex 2: Applications for Supplementary Letters Patent to Amend Provisions of Letters Patent
- GSSF By-Law No. I (October 27, 2008)
- GSSF Canada Revenue Agency Notification of Registration (August 17, 2010)
- GSSF Canada Revenue Agency Application to Register a Charity
- GSSF Supplementary Letters Patent (April 30, 2010)
- YCSA Constitution: http://www.simmental.com/images/pdfs/Youth/YCSA_Constitution.pdf
- YCSA Coordinator Job Description ([Appendix D](#))
- YCSA Job Descriptions 2011 ([Appendix C](#))
- YCSA Members List 2014 spreadsheet
- YCSA Membership Form:
<http://www.simmental.com/PDF%20files/CSA%20Application%20for%20Membership'10.pdf>
- YCSA Mentorship Program Guidelines:
<http://www.simmental.com/PDF%20files/YCSAMentorshipProgramGuidelines.pdf>
- YCSA Rules - April 2009:
<http://www.simmental.com/PDF%20files/YCSA%20Rules%20and%20Constitution%20as%20of%20April%202009.pdf>

Personal Communication

- Andrea Bertholet - Manitoba Adult Advisor, Past YCSA director
- Meghan Black - CHA Junior Coordinator
- Suzanne Blake - Past CCYA Member
- Heather Creamer - Maritimes YCSA Director
- Erika Easton - Past CJAA President and Ambassador, Current Foundation Director
- Lacey Fisher - CSA Director Liaison to YCSA
- Emily Grey - YCSA Coordinator
- Bruce Holmquist - CSA General Manager
- Michael Latimer - CBBC Executive Director
- Maureen Mappin-Smith - CSA Director
- Tiffany Peters - YCSA President

- Jessica Smith - AJSA President
- Brandon Sparrow - CCYA Coordinator
- Sara Van Sickle - Alberta YCSA Director
- Belinda Wagner - CJAA Staff and Foundation Manager
- Katie Wood - Past Ontario YCSA Member
- Deanne Young - CSA Director

Internet Resources

- <http://www.aqha.com/About.aspx>
- <http://www.aqha.com/AQHYA/Content-Pages/Activities/Youth-Excellence-Seminar.aspx>
- <http://www.aqha.com/Youth/Youth-Development/Build-Leaders.aspx>
- <http://www.garthsweetfoundation.com/>
- <http://www.simmental.com/index.htm>

Appendix A

**CANADIAN SIMMENTAL ASSOCIATION
APPLICATION FOR MEMBERSHIP**

CSA Member #

MEMBERSHIP NAME (Maximum 30 letters) Note: This is the name that will print on the registration certificates.

NAME OF OWNER(S) (Note: All owners listed are required to sign the application form)

STREET OR BOX NO.

Telephone no.

CITY/TOWN & PROVINCE

Business/Cellular telephone no.

POSTAL CODE

Fax no./email address

I/We hereby apply for:

- Life (\$200.00+tax)**
 Annual (\$50.00+tax)
 YCSA (\$25.00+tax)

AB, SK, MB, PQ & PE – add 5% for GST
 BC – add 12% for HST
 ON, NB & NFLD – add 13% for HST
 NS – add 15% for HST

Please fill out your date of
 birth for a YCSA membership

 Day Month Year

I/We wish to join Total Herd Enrollment. Please mail my Female Enrollment Form.

- CHEQUE ENCLOSED**
 VISA# _____
 MASTERCARD# _____

NAME OF CARDHOLDER _____ **EXPIRY DATE** _____

REQUEST FOR HERD PREFIX

Please allot the Herd Prefix:

 1st Choice 2nd Choice 3rd Choice 4th Choice

To be used in conjunction with naming my Simmental Cattle. The entire name (including prefix, etc.) must not consist of more than twenty-five (25) characters. The Herd Prefix must be acceptable to the CSA.

REQUEST FOR HERD LETTERS

Please allot the Herd Letters: _____ for tattooing Simmental Cattle.
 Please list several 3 and 4 letter choices as many combinations have been taken.
 Note: Herd Letters consist of 3 to 4 letters and CANNOT contain numbers or the letter "O".

 2nd Choice 3rd Choice 4th Choice

I/We agree to confirm to the Constitution and By-Laws of the said Association, and pay the prescribed membership fee as indicated in the Schedule of Fees.

Applicants Sign Here

Applicants Sign Here

Print Name Here

Print Name Here

THIS APPLICATION MUST BE SIGNED BY THE INDIVIDUAL, ALL MEMBERS OF THE PARTNERSHIP OR SIGNING OFFICER IN THE ORGANIZATION APPLYING FOR MEMBERSHIP

Appendix B

Table 1 – Breakdown of YCSA Members by age range (as of February 2014)

<i>Age</i>	<i># of Members</i>	<i>% of Members</i>
Novice (10 & under)	31	7%
Junior (11-14)	63	14%
Intermediate (15-17)	76	17%
Senior (18-25)	284	62%

(Note: 22-25 year olds comprise 161 Members or 35% of total YCSA Membership)

Appendix C

(Note: the following information was drafted as a working document by the YCSA Coordinator to provide guiding policies and as a prelude to the review process. It has not been approved by the CSA Board of Directors or YCSA National Board.)

YCSA Job Descriptions 2011

President

The position of President provides honor as well as responsibilities. The president is the chairperson and influences and guides the direction of council. He/she sets the tone and the pace. In a large measure, he/she determines the Associations achievements. The president's leadership depends upon his/her ability to inspire others to work and cooperate with him/her.

As leader, the President helps the Members determine the goals of the organization and takes action to accomplish these goals.

The Presidents of each of the Provincial/Regional YCSA organizations shall make up the majority of the YCSA Board of Directors.

No director may serve more than two consecutive years as president without re-election at a National level.

The specific duties of the President include:

- 1. Helping the organization grow and accomplish its objectives, determine goals and take action to accomplish them.*
- 2. Seeing that the rewards (satisfactions) to the individual exceed the cost (efforts) of being a Member by:
 - a. Maintaining a progressive atmosphere of fairness and congeniality;*
 - b. Asking Members to accept responsibilities they are able to carry out;*
 - c. Encouraging Members to participate; and*
 - d. Recognizing publicly the work of Members.**
- 3. Reducing anxieties and discontent in the membership by:
 - a. Improving communications within the organization;*
 - b. Transmitting messages clearly;*
 - c. Providing for thorough discussions of all topics that come before the group.*
 - d. Dividing the work of the organization among the officers, and Members.**
- 4. Serve as the representative of the organization to outside persons and other organizations.*
- 5. Helping the organization conduct meetings needed to accomplish its objectives.*
- 6. The President presides over the meetings of the organization and the National Board. To make the meetings more effective, the President needs to:
 - a. Have a written plan for each meeting*
 - b. Obtain information from all necessary parties.*
 - c. Advise participants of what will be expected of them during the meeting; and*
 - d. Plan for action that will need to be taken after the meeting has been held.**
- 7. Presiding over meetings. A good presiding officer begins on time, makes necessary introductions, explains the nature of the meeting and introduces each item on the agenda with a word on why it is there and what the organization should do about it. He/she provides a positive atmosphere for participation by the Members.*
- 8. Ensuring that communication is maintained within the organization, between the organization and other YCSA bodies, and between the organization and the Canadian Simmental Association.*

Vice President

The Vice-president shall serve as a stand in if the President is unable to act due to illness or absence. The Vice-president will perform all duties of the President should the above occur. He/she is a member of the executive and is responsible to help the President in his/her duties.

Executive Officer

The Executive Officer shall attend all association meetings of the board of directors and shall record all votes taken and the minutes of all proceedings in a Minutes Book of the Association to be kept for that purpose, and shall perform such duties as the President shall prescribe.

Appendix D

(Note: the following is a draft created by the YCSA Coordinator and has not been approved by the CSA.)

YCSA Coordinator Job Description

1. *The Canadian Simmental Association will engage a coordinator that will act as a consultant to provide the coordination of services of the CSA and the YCSA on a mutually agreeable and as requested basis subject to the below conditions and provisions. The CSA shall determine the terms and conditions of the Coordinator's employment contract. The coordinator agrees to hold itself available to render to the CSA and the YCSA the services necessary to the function of the organization itself.*
2. *The coordinator shall diligently devote such time and best efforts as are reasonably required to provide the services necessary and shall perform its duties conscientiously, efficiently and to the best of its ability.*
3. *Coordinate the Canadian Simmental Association's junior Member program (YCSA) in an effective and efficient manner with focus on the following responsibilities;*
 - a. *Assist in the guidance of the YCSA board of directors to make informed decisions that are in compliance with the rules of the CSA and thus the YCSA.*
 - b. *Oversee, develop and administer the YCSA (e.g. attend, help plan, develop budgets and maintain rules and regulations for Provincial and National Classics as well as develop written reports for each event.)*
 - c. *Assist in the development of meeting agendas and act as a secretary of all meetings of the National board of directors and keep accurate minutes of all National board and committee meetings.*
 - d. *Maintain a record of all National and provincial board members and their contact information and send all notices of necessary documentation as required.*
 - e. *Provide guidance and offer direction to National and Provincial boards of directors of the YCSA.*
 - f. *Assist in the selection and guidance of the adult advisor committee.*
 - g. *Develop and adhere to budgets in cooperation with the National YCSA board and the Canadian Simmental Association – YCSA committee chairperson.*
 - h. *Develop new and expand current YCSA programming, documentation and governance in compliance with the rules and regulations set forth by the Canadian Simmental Association.*
 - i. *Be a liaison between the CSA board and the National YCSA board – provide monthly update reports to the CSA board.*
 - j. *Be a liaison between the YCSA and American Simmental Association and the American Junior Simmental Association.*
 - k. *Assist in the coordination of the CSA Foundation Auctions, YCSA fundraising initiatives and merchandise purchasing/promoting.*
 - l. *Be an ambassador of programs development for and by the YCSA organization.*
 - m. *Assist in the implementation of the YCSA communications strategy, including coordinating YCSA news and material for publication in the Simmental Country, the CSA E-Newsletter and assist in the updating of the YCSA portion of the CSA website.*