

2016-17

Education Programs

for cooperative directors, managers, and employees



2016-17 SCHEDULE

DIRECTOR/MANAGER WORKSHOP

Fri, November 18, 2016 -- Kearney, Holiday Inn

DIRECTOR CERTIFICATION PROGRAM

Thu, January 5, 2017 -- Phases 1 & 3 -- Kearney, Hampton Inn Fri, January 6, 2017 -- Phases 2 & 4 -- Kearney, Hampton Inn

COOPERATIVES FOR TOMORROW SEMINAR

Wed, February 1, 2017 -- Lincoln, Embassy Suites

COOPERATIVE ISSUES SYMPOSIUM

Thu, February 2, 2017 -- Lincoln, Embassy Suites

BOARD OFFICER SEMINAR

Thu, February 23, 2017 -- LaVista, Embassy Suites

COOPERATIVE EMPLOYEE PROGRAMS

Customized for individual cooperatives - date determined by co-op

STRENGTHSFINDER PROGRAMS

Customized for individual boards, senior management, or supervisory staff - date determined by co-op

Specific information on each of these programs can be found in this booklet.

The Nebraska Cooperative Council Board of Directors and staff strive to provide our members with the highest quality education programs possible. Because of the size and complexity of today's cooperatives, sophisticated and relevant director education programs are essential.

With guidance from the Council's Excellence in Cooperative Education Committee, the Council has developed the following programs for 2016/17. We encourage you to attend as many of these programs as possible and hope that each program will provide value for your cooperative.

REGISTRATION

REGISTRATION...Registration forms have been provided to managers, and they are asked to register all participants. This booklet and additional forms are also available on the Council's website at www.nebr.coop or by contacting the Council office at 402/475-6555.

In order to be eligible for the pre-registration rate for each program, the registration fee must be received by the date listed on the registration form.

CANCELLATIONS...Please notify the Council office at 402/475-6555 as soon as possible if you are unable to attend. Refund policies are listed on the registration forms.

HOTEL RESERVATIONS...Reservations must be made directly with the hotel site hosting the program. Please refer to the hotel contact information on the program pages within this booklet and on the registration forms.

DIRECTOR/MANAGER WORKSHOP



The economic pressures associated with the ending of a commodity super cycle continue to impact agriculture and cooperatives across the farm belt. Breakeven prices (or loss) for commodities will challenge producers and cooperatives alike the next few years.

In order to plan for and address this economic environment, the Director/Manager Workshop will feature presentations by Dr. David Kohl, retired professor from Virginia Tech University, and Dr. Scott Downey from Purdue University.

Dr. Kohl will begin the workshop with an overview of the economic conditions as they currently exist and what may be on the horizon. Dr. Kohl will also address what producers need to do in this environment as well as what agribusinesses, such as cooperatives, need to do to remain viable during this era of compressed margins.

Following Dr. Kohl's presentation will be Dr. Downey to specifically address consolidating markets. Dr. Downey will address questions such as:

- 1. What is your market share?
- 2. What is the composition of your market?
- 3. What is your target market?
- 4. What are you missing out on?
- 5. What is your market share vs your sale strategy?
- 6. Do your facilities fit your customers and your strategies?
- 7. How do you evaluate scale vs efficiency?



PRINCIPAL: Nebraska Cooperative Council and CoBank **SUPPORTING:** Ag Processing Inc., CHS Inc., and Land O'Lakes

SCHEDULE

DATE: Fri., November 18, 2016

TIME: 7:30am (CT) Registration; 8:00am-2:00pm Program (lunch provided)

LOCATION: Kearney, Holiday Inn (308/237-5971)

We also encourage you to register for the Council's Annual Meeting which is also at the Kearney-Holiday Inn and is scheduled to begin late afternoon on November 17. The Annual Meeting will feature a short business meeting, guest speaker, the Hall of Fame induction, and the membership reception.

REGISTRATION FEE

| | <u>Pre-Regis*</u> | General Regis |
|---|-------------------|---------------|
| Members | \$290 | \$315 |
| Non-Members or Members Not in Good Standing | \$390 | \$415 |

^{*} To qualify, the form and fee must be received in the Council office by November 3, 2016.

FACILITATORS

Dr. David Kohl received his M.S. and Ph.D. degrees in Agricultural Economics from Cornell University. For 25 years, Dr. Kohl was Professor of Agricultural Finance and Small Business Management and Entrepreneurship in the Department of Agricultural and Applied Economics at Virginia Tech University in Blacksburg, Virginia. He was on special leave with the Royal Bank of Canada working on advanced initiatives for two years and also assisted in the launch of the successful entrepreneurship program at Cornell University. Dr. Kohl is Professor Emeritus in the Agricultural and Applied Economics Department

at Virginia Tech University.

Dr. Kohl has traveled almost 9 million miles throughout his professional career! He has conducted more than 6,000 workshops and seminars for agricultural groups such as bankers, Farm Credit, FSA, and regulators, as well as producer and agribusiness groups. He has published 4 books and over 1,500 articles on financial and business-related topics in journals, extension, and other popular publications. Dr. Kohl regularly writes for Corn and Soybean Digest, and other ag lending publications.

Dr. Scott Downey is an assistant professor in the Department of Agricultural Economics at Purdue University, where he teaches courses in sales and marketing. He is coordinator of the sales and marketing degree program. He joined Purdue University on a full time basis in 2000 after spending 15 years in the financial services industry. He is the lead author of "ProSelling: A Professional Approach to Selling in Agriculture and Other Industries."



Dr. Downey is also an associate director of the Center for Food and Agricultural Business. He teaches in many of the center's programs. He is a frequent speaker and consultant for agribusiness industry sales teams on professional development topics like precision selling, sales management and competitive sales strategies. The discovery process he created has been adopted by Fortune 300 companies and has been presented all over the world.

DIRECTOR CERTIFICATION PROGRAM

DCP is conducted annually to help new directors deal with the challenges they face as decision makers. DCP is designed to accelerate the process by which directors become active, effective board members. For the new director, training is very important to establish an understanding of the responsibilities of the position.

Through DCP, directors will gain the skills necessary to become a contributing member of the board and fulfill their duty to access the information needed to make sound business decisions.



OBJECTIVES

- Provide a clear understanding of the board's roles/responsibilities and how these differ from those of the manager
- Develop a framework of successful cooperative planning/monitoring of results
- Provide an understanding of financial statements including their use in decision making
- Provide "hands on" experience in cooperative problem solving
- · Allow directors to gain insights into other cooperatives through interaction with other participants

Upon completion of all four phases, achievement will be recorded by the Council and acknowledged with a certificate from CoBank and the Council.

SCHEDULE

DATE/TIME:

Thu, January 5, 2017 - Phases 1 and 3
Registration: 10:30 am CT Each phase: 11:00 am-5:30 pm (lunch provided)

Fri, January 6, 2017 - Phases 2 and 4
Registration: 7:30 am CT Each phase: 8:00 am - 2:00 pm (lunch provided)

LOCATION: Kearney, Hampton Inn (308/234-3400)

- · For those staying overnight at the Hampton, the hotel offers a complimentary breakfast and evening reception. The evening reception provides an excellent networking opportunity for attendees.
- Each phase is an all-day program held in separate rooms
- After completion of Phase 1, phases can be taken in any order.

REGISTRATION FEE

| | <u> Pre-Regis*</u> | <u>General Regis</u> |
|---|--------------------|----------------------|
| Members | \$290 | \$315 |
| Non-Members or Members Not in Good Standing | \$390 | \$415 |

* To qualify, the form and fee must be received in the Council office by December 22, 2016.

TOPICS COVERED

Phase 1

Introduction PI.
Co-op Principles & Practices Co
The Management Team Bo
Roles & Responsibilities of Directors
Legal Foundations
Director's Legal Obligations
Board Operations

Phase 2

Planning Control Board Policies

Phase 3

Capitalizing a Cooperative Understanding Financial Statements Using Financial Statements The Audit/Auditor Instruction

Phase 4

Board/Management Communications Utilizing Performance Standards to Enhance Communication Being a Responsible Director

NOTE:

Phase 4 updated to focus on effective communications

FACILITATORS



Dr. Greg McKee is the Agriculture and Rural Cooperatives Faculty Member at the University of Nebraska-Lincoln. His teaching and research interests address inter-firm relationships in food and agricultural business economics. Topics of interest include: financial performance of cooperative businesses; management of cooperative businesses; marketing activities of cooperative businesses; and contracting and vertical integration.

Tom Houser is Vice President of the Regional Agribusiness Banking Group in the Omaha office of CoBank. He has more than 30 years of lending experience with CoBank. In addition to serving farm supply and marketing cooperatives, Tom is heavily involved in CoBank's ethanol lending portfolio.



Dr. Keri Jacobs is Assistant Professor in the Department of Economics at Iowa State University and holds the Iowa Institute for Cooperatives Economic Professorship. She joined the department in 2010, and since August 2012 has held a teaching, research, and extension position related to cooperatives. In her extension role, Dr. Jacobs provides training and education to cooperative boards and management based on her research.

Bill Kutilek has praticed law at Crosby Guenzel LLP since 1998. Bill actively assists clients in the following areas of practice: commercial law, litigation, agricultural law, creditors' rights, corporate formations, and corporate mergers and asset acquisitions. He regularly represents clients in negotiating and closing a wide range of commercial loan, real estate, merger and acquisition, and other commercial transactions.





Rocky Weber is an attorney and the President and General Counsel of the Nebraska Cooperative Council. He was formerly a partner with the Crosby Guenzel LLP law firm. Prior to joining the Council in March 2016, he worked individually with many Nebraska cooperatives as legal counsel and served as a facilitator on other Council programs.

Ed Woeppel is the Education & Program Director for the Nebraska Cooperative Council. He has directed Council education programming for the past 17 years after spending 9 years as a high school ag teacher and 11 years in the Nebraska Department of Education.

COOPERATIVES FOR TOMORROW SEMINAR



Cooperatives for Tomorrow continues with its "Big Picture" theme by featuring a variety of speakers and presenters that normally would not be available to local directors in Nebraska. We utilize nationally known speakers from academic, business and cooperative systems to provide local directors with the opportunity to obtain a different viewpoint on issues facing their cooperative.

Speakers will address the fertilizer industry, the future of ethanol, Nebraska's role in feeding the world, and what the future holds for agriculture in general.

The program is intended to be thought provoking and to challenge local directors to think in a broad sense when determining the correct strategic position for the cooperative.

Because of the nature of this program, it would serve as an excellent prelude to a board retreat or planning session.

SCHEDULE

DATE: Wed, February 1, 2017

TIME: 12:30 pm (CT) Registration;

1:00 pm - 8:00 pm Seminar (including dinner and evening keynote speaker)

LOCATION: Lincoln, Embassy Suites (402/474-1111)

REGISTRATION FEE

| | <u> Pre-Kegis*</u> | <u>General Regis</u> |
|---|--------------------|----------------------|
| Members | \$375 | \$400 |
| Non-Members or Members Not in Good Standing | \$475 | \$500 |

 $[^]st$ To qualify, the form and fee must be received in the Council office by January 18, 2017.

PROGRAM SPEAKERS

Dr. Lowell Catlett was a Regents Professor in Agricultural Economics and Agricultural Business and Extension Economics and the Dean of the College of Agricultural, Consumer and Environmental Sciences at New Mexico State University until he retired in 2015. He is an exciting futurist whose knowledge of technologies and their implications on the way we will live and work is addressed in his varied and upbeat presentations.

Dr. Catlett has received every teaching award the university offers, including the

Westhafer Award for Teaching in 1990, New Mexico State University's top honor. The professor of agricultural economics and agricultural business is internationally known as an expert in commodities futures markets and is in demand as a speaker and consultant on predicting and planning for near- and long-term futures. Dr. Catlett recently received the College of Agriculture and Home Economics Advisor of the Year as well as Teacher of the Year at New Mexico State University. He is a consultant to the U.S. Departments of Agriculture, the Interior, Defense and Labor. He has also been a consultant to many Fortune 500 companies.

Dr. Patricio Grassini's research, extension and educational activities focus on narrowing the gap between actual and potential crop yield. He studies crop physiology, yield potential, simulation modeling and resource- and energy-use efficiencies across a diverse range of cropping systems.

He currently leads a project to benchmark on-farm yields and input-use efficiencies in irrigated corn-soybean systems in Nebraska to improve producer profits while protecting the environment. Dr. Grassini also leads the Yield Forecasting Center, which provides real time corn yield forecasts across a large number of locations in the U.S. Corn Belt.

He received a doctorate in agronomy from UNL and a bachelor's degree in agricultural engineering from the University of Buenos Aires, Argentina.

Jerry Peters joined Great Plains as Chief Financial Officer in June 2007. He served as Senior Vice President-Chief Accounting Officer for ONEOK Partners, L.P. from May 2006 to April 2007, as its Chief Financial Officer from July 1994 to May 2006, and in various senior management roles prior to that. ONEOK Partners is a publicly-traded partnership engaged in gathering, processing, storage, and transportation of natural gas and natural gas liquids. Prior to joining ONEOK Partners in 1985, he was employed by KPMG LLP as a certified public accountant.

Glen Buckley is currently the Chief Economist and a Partner at NPK Fertilizer Advisory Services. Prior to joining NPKFAS, Glen retired from CF Industries where he served as the Chief Economist and Director of Agribusiness Analysis for almost 30 years.

Glen is the Past Chairman of the U.S. Grains Council and recently received a
Lifetime Achievement Award from that organization. He has also served on the Board
of Directors as well as other leadership positions in a number of other industry organizations including the Potash and Phosphate Institute, the National Council of Farmer Cooperatives,
the Agricultural Industry Coalition, and the Agribusiness Industry Council of the National Corn Growers
Association.

COOPERATIVE ISSUES SYMPOSIUM



BIG DATA... THE FARMER-OWNED GOOPERATIVE MEETS THE DIGITAL REVOLUTION

The **Cooperative Issues Symposium** is designed to address specific cooperative issues and allow time to drill down into these specific issues. The issue of "Big Data" has served as a lightning rod for producers and cooperatives alike. While it is easy to see the potential for utilizing data to increase efficiency in agriculture, the question invariably comes back to "How". In other words, how do producers and cooperatives alike harness all the data that is possible to collect into a usable form for analysis and decision making?

Our "Big Data" session will begin with a presentation from John Power, President & Senior Advisor of LSC International, Inc., a world wide data consultant. John will provide an overview of where "Data" is currently at.

We will follow with a presentation by Joe Luck, UNL Biosystems Engineering Professor and member of the "Agricultural Data Coalition." The coalition's goal is to build a national online repository where farmers can securely store and control the information collected by their tractors, harvesters, aerial drones and other devices. Over time, that data can be scrubbed, synced, and transmitted in an efficient and uniform way to third parties including researchers, crop insurance agents, government officials, farm managers, input providers, and farm advisers.

The final session will address the "Amazoning of Agriculture." Over the past couple of years, there has been a flow of investor money into the concept of creating an Amazon sales model for agriculture basically eliminating ag retailers. Jonah Kolb, an ag technology consultant, will update us on the progress of this concept and the impact this may have on cooperatives.

SCHEDULE

DATE: Thur, February 2, 2017

TIME: 7:30am (CT) Registration; 8:00am-2:00pm Program (lunch provided)

LOCATION: Lincoln, Embassy Suites (402/474-1111)

REGISTRATION FEE

| | <u>Pre-Regis*</u> | <u>General Regis</u> |
|---|-------------------|----------------------|
| Members | \$375 | \$400 |
| Non-Members or Members Not in Good Standing | \$475 | \$500 |

* To qualify, the form and fee must be received in the Council office by January 18, 2017.

FACILITATORS

John Power is President & Senior Advisor at LSC International, Inc. He has devoted his professional career to leading and advising companies throughout the agri-food chain on a global basis. He has managed start-up business operations and large, multinational business activities. He holds a Bachelors in Communication and a Masters in Economic Science from University College Dublin, and an MBA from Harvard Business School. He has worked with the following industries: agricultural biotechnology, seed, crop protection, irrigation, grain storage & handling, primary agricultural production, and food processing.



The team at LSC International, Inc., partners with other global consulting firms to carry out large scale assignments in the Agri-Food Sector. They are currently focused on East Asia and the Middle East. As a corporate advisory firm, they serve corporations in the agricultural industry and specialize in the global agri-food chain.



Dr. Joe Luck is Assistant Professor and Precision Agriculture Engineer at the Department of Biological Systems Engineering at the University of Nebraska-Lincoln. His extension efforts are focused on the successful collection, analysis and usage of quality data from precision agriculture technologies, specifically on improving producer decision support through hands-on workshops using farm management information software systems. In less than two years, his program has provided information to over 150 producers and agricultural professionals affecting over 1 million crop acres. Since 2008, he has studied the effects of operator based decisions and control system response on

application accuracy with agricultural sprayers. These studies have been focused on manual and automatic boom section control systems. He is currently working on a project to develop and evaluate technologies for improving pesticide application uniformity.

Jonah Kolb is an MBA graduate and Austin Scholar of the Kellogg School of Management at Northwestern University. Jonah leads business development and consulting initiatives, working with private and institutional investors building direct farmland portfolios, and advising start-ups, private equity and venture capital funds pursuing opportunities in production agriculture and agribusiness.





Jonah graduated summa cum laude from Dartmouth College with an A.B. in Environmental Studies and was a Henry David Thoreau and Morris K. Udall Scholar.

BOARD OFFICER SEMINAR



Board Officers assume all the normal duties and responsibilities that any Board member must fulfill. They also have a leadership role with other members of the Board, the manager, members, and business/civic leaders within the community. The Board Officer Seminar provides additional training for current and future officers to help them carry out their function as leaders of the Board.

2017 PROGRAM

This year's program will continue the open forum discussion that has always been highly rated by participants. The morning session will feature Attorney Bill Kutilek and Council President Rocky Weber. We will break at noon for lunch and then resume the discussions after lunch until we adjourn at 3:00 pm.

The discussion during these open forum sessions is far ranging and challenging for board leaders. There are a multitude of topics covered during this program and the best part of it is the topics originate from those who attend

OBJECTIVES

- Gain an understanding of the leadership requirements of board officers in the decision making process
- Gain an understanding of the current issues with which board officers must deal to help the cooperative effectively serve its member patrons

SCHEDULE

DATE: Thur, February 23, 2017

TIME: 10:00am (CT) Registration; 10:30am-3:00pm Program (lunch provided)

LOCATION: LaVista, Embassy Suites (402/331-7400)

REGISTRATION FEE

| | <u> Pre-Regis*</u> | <u>General Regis</u> |
|---|--------------------|----------------------|
| Members | \$325 | \$350 |
| Non-Members or Members Not in Good Standing | \$425 | \$450 |

^{*} To qualify, the form and fee must be received in the Council office by February 9, 2017.

FACILITATORS

Bill Kutilek has practiced law at Crosby Guenzel LLP since 1998. Focusing primarily on civil practice in State and Federal Courts, Bill actively assists clients in the following areas of practice: commercial law, litigation, agricultural law, creditors' rights, insurance, corporate formations, corporate mergers and asset acquisitions, motor vehicle dealer-manufacturer relations, real estate transactions and administrative law. He regularly represents clients in negotiating and closing of a wide range of commercial loan, real estate, merger and acquisition, and other commercial transactions.



Bill is a regular presenter before various trade industry groups and professional organizations with respect to evolving areas of law. He is an active member of the American Bar Association, Nebraska State Bar Association, Lincoln Bar Association, and a fellow of the Nebraska State Bar Foundation.

Prior to receiving his Juris Doctor degree (with distinction) from the University of Nebraska College of Law, Bill obtained a Bachelor of Science in Business Administration degree (with distinction) and a Master's of Professional Accounting degree from the University of Nebraska-Lincoln.

Rocky Weber is an attorney and the President and General Counsel of the Nebraska Cooperative Council. He was formerly a partner with the Crosby Guenzel LLP law firm. Prior to joining the Council in March 2016, he worked individually with many Nebraska cooperatives as legal counsel and served as a facilitator on other Council programs.



COMMENTS FROM 2016 PARTICIPANTS

"Very good meeting. I enjoy this meeting the most of any I attend throughout the year."

"Love the way it is conducted with open forum."

"Great meeting - I look forward to returning next year."

COOPERATIVE EMPLOYEE SEMINARS

The Nebraska Cooperative Council is partnering with Hedlin Ag Enterprises and The Growth Coach to provide a revised version of Cooperative Employee Seminars. These programs are designed to add to the skill level of cooperative employees and help them in their day-to-day activities.

PROGRAMS

Each of these workshops is designed to be 2½ to 3 hours in length and supplement/compliment other training programs you may already be planning. For example, if you need to conduct a 1 hr safety training program, we can pair that training with one of our sessions to provide a half-day session. Topics that the Council can address are:

Navigating Generational Differences in the Workplace... Younger and older workers often have different values and characteristics. The focus of these presentations is to better understand each of the four generations currently in the workplace and how to accommodate generational differences successfully. This involves helping younger and older employees to better understand one another and focus on broader goals that benefit the organization.

Effective Communication in the Workplace...Communication involves the transmission of information from one person or group to another. It can take on different forms (ie, auditory, visual, etc.) and the level of success of these modes of communication are not the same in every situation. In this presentation we look at both the barriers and ways to facilitate communication in the work setting.

Understanding & Managing Change...In today's business world, the pace of change is unprecedented. This workshop will help employees understand the need for change and, more importantly, how to manage change. Kevin Drury of Hedlin Ag Enterprises will present this workshop.

Co-ops 101... This 3-hr workshop will provide employees with an understanding of why cooperatives are a unique business structure. Topics will include cooperative principles, legal foundations, patronage refunds, financing, equity redemption, and governance structures. The program is designed for employees that will be taking on more responsibilities within the co-op in the future.

SCHEDULE

The Council will provide employee seminars to cooperatives at an affordable rate on a cost recovery basis. If you are interested in hosting one of these programs or other employee programs, please contact Ed Woeppel at 402/475-6555.

STRENGTHSFINDER

Over the past several years, the Council has been working with The Gallup Organization to provide additional team building resources for cooperatives. Through this work we have been able to provide cooperatives with a personal development tool developed by Gallup called the StrengthsFinder®. The Strengths-Finder® survey is a tool that is used to help individuals identify their strengths with the idea that once individuals understand their strengths, they then can pursue jobs and careers that will allow them to build upon their strengths and, therefore, be more productive contributors to whatever enterprise they are involved in. This concept applies not only to employees but to board members as well.

PROGRAMS

Three workshops are available to meet the needs of local cooperatives:

StrengthsFinder training for local boards... Will help board members understand their individual strengths and at the same time gain an understanding of how boards interact by virtue of the individual strengths that each board member brings to the group.

StrengthsFinder® training for senior management teams...Very similar to the board training but focuses on the senior management team of the cooperative to help that group understand how to position team members to fully utilize each team member's individual strengths.

StrengthsFinder® training for supervisory personnel...Designed for mid-management level cooperative employees to provide supervisory employees with an understanding of the StrengthsFinder® as well as how to use the StrengthsFinder® to more effectively organize teams of current employees. The final portion of this workshop will explore how to utilize the StrengthsFinder® to hire future employees.

SCHEDULE

The Council will provide the StrengthsFinder® programs to cooperatives at an affordable rate on a cost recovery basis. If you are interested in hosting a program, please contact Ed Woeppel at 402/475-6555.

Nebraska Cooperative Council

134 South 13th St., Suite 503 Lincoln, NE 68508

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> The Post Office requires verification of addresses. If your address as shown below is not correct, please contact the Council office at 402/475-6555 or ncoopc@nebr.coop.