

The Nebraska Cooperative Council's

2019-20
EDUCATION
PROGRAMS

for cooperative directors,
managers and employees



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 its education programs for 2019/20. We encourage you to attend as many of these programs as possible and hope that each program will provide value for your cooperative.

REGISTRATION...We have provided registration forms to managers, and they are asked to register all participants. This booklet and additional forms are also available on the Education page of the Council's website at www.nebr.coop or by contacting the Council office at 402/475-6555. To be eligible for the pre-registration rate for each program, the registration form and fee must be received in the Council office 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...Make reservations directly with the hotel. Hotel contact information can be found on the program pages within this booklet and on the registration forms.

2019-20 SCHEDULE

DIRECTOR/MANAGER WORKSHOPpgs 4-5

Fri, November 22, 2019 -- Kearney, Holiday Inn

DIRECTOR CERTIFICATION PROGRAMpgs 6-7

Tue, January 7, 2020 -- Phases 1 & 3 -- Kearney, Younes Center

Wed, January 8, 2020 -- Phases 2 & 4 -- Kearney, Younes Center

COOPERATIVES FOR TOMORROW SEMINARpgs 8-9

Thu, February 6, 2020 -- Lincoln, Embassy Suites

GRADUATE DIRECTOR SEMINAR..... pgs 10-11

Fri, February 7, 2020 -- Lincoln, Embassy Suites

BOARD LEADERSHIP SEMINAR..... pgs 12-13

Thu, February 20, 2020 -- LaVista, Embassy Suites

ON-SITE PROGRAMMING..... pgs 14-15

Date and location determined by co-op

DIRECTOR/ MANAGER WORKSHOP

Fri, November 22, 2019
Holiday Inn, Kearney
(308/237-5971)

Registration: 7:30am CT
Workshop: 8:00am to 2:30pm



REGISTRATION FEE

Pre-Registration*

\$325 Members

\$425 Non-members

General Registration

\$350 Members

\$450 Non-members

* To qualify, the form and fee must be received in the Council office by 11.8.19

"FARMER OF THE FUTURE: AGRICULTURE FROM NOW TO 2040 AND THE IMPLICATIONS FOR FARMER OWNED COOPERATIVES"

The future of agriculture and farming will be impacted by a significant number of demographic, technological, and market forces in the next decade. Sorting through the changes in technology, consumer demands, market forces, trade barriers, and market disrupters will be a major challenge for local cooperative management teams. Determining what farmers will need and value in their business partners will ultimately lead to continued success of local cooperatives.

To help local directors and cooperative managers grasp all these changing factors, the Director/Manager Workshop will focus on the short-term and long-term outlook for agriculture.

Dr. David Kohl, Professor Emeritus of Virginia Tech, will begin the program with a look at the current and future agricultural economy and global economic trends. His information, packed in an entertaining presentation, will provide a foundation for the rest of the program.

Brett Sciotto, President and CEO of Aimpoint Research, will look at the longer term trends. He has conducted landmark research into the Farmer of the Future revealing the nature and needs of the farmers who are most likely to lead the industry through 2040 and beyond. The research has examined both the internal and external factors impacting farmer evolution. Mr. Sciotto will present the results of this extensive research. ***This will be a presentation that CEOs, senior management teams, and boards of directors will not want to miss.***

In the afternoon, Mr Sciotto will lead a discussion on "Self Evaluation - How does the Farmer Owned Cooperative Prepare for the Farmer of the Future?" This session will help boards understand where they are now and how to focus strategic planning on the challenges that these changes in agriculture will bring.

SPONSORS

PRINCIPAL: Nebraska Cooperative Council and CoBank

SUPPORTING: Ag Processing Inc., CHS Inc., and Land O'Lakes

FACILITATORS



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 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 6,500 workshops and seminars for agricultural groups such as bankers, Farm Credit, FSA, and regulators, as well as producer and agribusiness groups. He has published 5 books and over 2,250 articles on financial and business-related topics in journals, extension, and other popular publications. Dr. Kohl regularly writes for Corn+Soybean Digest, and other ag lending publications.



A graduate of the United States Military Academy at West Point and a former Army Intelligence Officer, Aimpoint Research President & CEO **Brett Sciotto** brings a practical, results-oriented approach to the civilian business world. His training in and emphasis on mission-critical information gathering and targeted research methodology make him unique in his approach to problem solving in a corporate environment. Sciotto's disciplined, vetted approach to research is coupled with his military precision in detailed analysis and final presentation to his clients. With nearly two decades of research expertise, Brett has had tremendous success advising corporate leaders, government officials and state and national organizations at all levels.

Special thanks to
Farm Credit Services of America
for sponsoring the noon lunch and breaks

DIRECTOR CERTIFICATION PROGRAM

Tue, January 7, 2020
Younes Center, Kearney

Phases 1 & 3 (offered concurrently)
Registration: 10:30am CT
Phases: 11:00am-5:30pm

Wed, January 8, 2020
Younes Center, Kearney

Phases 2 & 4 (offered concurrently)
Registration: 7:30am CT
Phases: 8:00am-2:00pm

For overnight hotel reservations, call the Fairfield Inn (connected to the Younes Center) at at 308/236-4200

REGISTRATION FEE

Pre-Registration*
\$300 Members
\$400 Non-members

General Registration
\$325 Members
\$425 Non-members

* To qualify, the form and fee must be received in the Council office by 12.24.19

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

TOPICS COVERED

Each phase is a day-long program with two phases offered each day.

PHASE 1

Introduction
Co-op Principles & Practices
The Management Team
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

Management Assessment Questionnaire
Manager Appraisal Report
Sample President/CEO Evaluation Questionnaire
Overall Board Performance Evaluation
Individual Board Member Performance Evaluation

FACILITATORS

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



Dr. Keri Jacobs is Associate Professor in the Department of Economics at Iowa State University and holds the Iowa Institute for Cooperatives Economic Professorship. She provides teaching, research and extension on cooperatives and focuses her research and extension efforts on financial and equity conditions of ag cooperatives and agribusiness consolidation.

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



Bill Kutilek has practiced law at Crosby Guenzel LLP since 1998. Bill actively assists boards of directors and clients in the following areas of practice: commercial law, corporate governance, agricultural law, litigation, 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 Woepel is the Education & Program Director for the Nebraska Cooperative Council. He has directed Council education programming for the past 20 years after spending 9 years as a high school ag teacher and 11 years in the Nebraska Department of Education.



- Complete Phase I first; remaining phases can be taken in any order.
- For those staying overnight, the Fairfield Inn offers a complimentary breakfast and evening reception. The evening reception provides an excellent networking opportunity for attendees.
- Upon completion of all four phases, achievement will be recorded by the Council and acknowledged with a certificate from CoBank and the Council.

COOPERATIVES FOR TOMORROW SEMINAR

Thu, February 6, 2020
Embassy Suites, Lincoln
(402/474-1111)

Registration: 12:30pm

Seminar 1:00pm to 8:00pm (in-
cludes evening dinner and keynote speaker)

Special thanks to
CoBank
for sponsoring the
evening reception
and dinner

REGISTRATION FEE

Pre-Registration*

\$390 Members

\$490 Non-members

General Registration

\$415 Members

\$515 Non-members

* To qualify, the form and fee must be
received in the Council office by 1.22.20



Three topics will be addressed during this year's CFT seminar:

- Nebraska agricultural demographics
- Artificial intelligence and the impact on production agriculture and cooperatives
- How consumer preferences and the food chain will change production agriculture

With the release of the latest results from the National Agriculture Census, Nebraska's ag demographics will continue to change. Dr. Greg McKee will provide a breakdown of the latest USDA ag census and provide insight into who will be the "decision makers" for Nebraska's farms and ranches in the future.

Following this, Dr. Mark Munoz, Full Professor from Millikin University in Decatur, Illinois, will provide a presentation on artificial intelligence and the impact on production agriculture and cooperatives. The ways in which data is captured, processed and utilized to optimize customer interactions has grown by leaps and bounds. The change is redefining the structural dynamics of business strategy, economic theory and management concepts. Dr. Munoz, who has co-authored the book "*Business Strategy in the Artificial Intelligence Economy*," will provide working examples of how AI will impact businesses, including cooperatives.

The final presentation of the day will be an after-dinner presentation by Dr. Jayson Lusk, Ag Economics Department Head at Purdue University. Dr. Lusk, author of the book "*The Food Police: A Well-Fed Manifesto about the Politics of Your Plate*," will discuss how consumer preferences and the food chain will change production agriculture.

PROGRAM SPEAKERS



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

Dr. J. Mark Munoz is a graduate of MBA and PhD in Management at the University of San Jose. Prior to joining the academe, he held senior management roles in diverse multi-national organizations. He was a former Visiting Fellow at the Kennedy School of Government at Harvard University. He currently serves as an Advisor to the AI Initiative at Harvard University. A multi-awarded professor, he received several prestigious awards including a Literary Award, two International Book Awards, four Best Paper Awards, the 2012 Distinguished Scholar by the Academy of Global Business Advancement, the 2013 ACBSP Teaching Excellence Award (one of 10 in the world), the 2016 Distinguished Business Dean Award, and the 2019 Amity/IEEE Global Academic Excellence Award. A prolific writer, his work has been published in numerous business and academic journals. He has authored/co-authored/edited over 20 books and is currently a Full Professor of Management and International Business at the Tabor School of Business and the Dwayne Andreas Professor of Business. He teaches Business Creation, International Business, Business Strategy, and International Business Consulting.



Jayson Lusk is Distinguished Professor and Head of the Department of Agricultural Economics at Purdue University. He has a BS in Food Technology and a PhD in Agricultural Economics from Kansas State University. He was previously the Regents Professor and Willard Sparks Endowed Chair in the Department of Agricultural Economics at Oklahoma State University and Assistant Professor at Mississippi State and Purdue.

Lusk is a food and agricultural economist who studies what we eat and why we eat it. Since 2000, he has published more than 200 journal articles in peer reviewed journals, including several of the most cited papers in the profession, and has served on the editorial councils of eight academic journals.

In 2007, Lusk co-authored a book on experimental auctions and co-authored an undergraduate textbook on agricultural marketing and price analysis. In 2011, Lusk released a book co-authored with Bailey Norwood on the economics of farm animal welfare and also co-edited the Oxford Handbook on the Economics of Food Consumption and Policy. In 2013 he published the popular book, *The Food Police*. His latest popular book is *Unnaturally Delicious: How Science and Technology are Serving up Super Foods to Save the World*.

GRADUATE DIRECTOR SEMINAR

Fri, February 7, 2020
Embassy Suites, Lincoln
(402/474-1111)

Registration: 7:30am
Seminar: 8:00 am to 2:30pm

REGISTRATION FEE

Pre-Registration*
\$390 Members
\$490 Non-members

General Registration
\$415 Members
\$515 Non-members

* To qualify, the form and fee must be received in the Council office by 1.22.20



The Graduate Director Seminar will focus on two areas that challenge all board members over time. The first of these issues is “Executing the Strategic Plan.” Many boards devote a considerable amount of time to developing a strategic plan, however, that development is only one half of the total process. The execution of that plan is the other half of that equation and, unfortunately, the execution is rarely discussed.

David Parker, nationally known strategist and speaker, will address “Executing the Strategic Plan,” utilizing things he has learned in his nearly 40-year career of working and consulting in the agribusiness value chain, particularly in ag retail.

The second topic is “Cooperative Communications Utilizing the Board of Directors.” We all recognize that communication is an issue in any relationship whether business or otherwise. As cooperatives grow and evolve, it seems communications with patrons has a difficult time keeping up. Engaging directors to become more active participants in the cooperative communications strategy can be an effective tool to reach patrons.

To provide directors with the tools to help fulfill this role, a team led by Wade Johannes of Mark Jewell Speaking and Training, will provide hands-on methods to allow directors to engage in effective communication with patrons and other stakeholders. The tools the Mark Jewell staff will provide will allow cooperative directors to leave the session more comfortable and confident in addressing contemporary issues with cooperative patrons.

FACILITATORS



David Parker is executive vice president of FLM Harvest. He has spent his entire 38-year career helping individuals and organizations improve their performance. Before joining FLM Harvest, he was an original management team member of ABG/Adayana. Specializing in strategic planning, sales and marketing, financial management, value-based solutions and branding initiatives, his focus is on the people side of the business. David is a nationally known speaker and facilitator, having delivered over 3,000 presentations, workshops and planning sessions for small, large and Fortune 500 companies. His focus is on the entire agribusiness value chain with a special emphasis on ag retail. David and his wife live in Las Vegas where he is able to spend some free time on the golf courses. He is a football and racing fan and has a passion for travel, wine, politics and volunteerism including chairing the Purdue Alumni Association and being on the national Alpha Gamma Rho board. He is still active in the family Hampshire sheep business in Indiana.



Wade Johannes is Chief Partnership Officer for Mark Jewell Speaking & Training (MJST), a transformational people development company with headquarters in Omaha, Nebraska. A native Husker, Wade started in production agriculture working with his family at their farm and cattle feeding operation east of Columbus. He then worked for Cargill AgHorizons before joining Central Valley Ag Cooperative, serving in leadership positions for both grain and agronomy. Wade brings excellent experience ranging from grain and livestock production to agricultural leadership to Executive Coaching. He is passionate about agriculture, rural communities, and the impact that a single individual can have in a lifetime. The sole mission and purpose of MJST is to help individuals and organizations to “Stop surviving and start thriving!” by focusing on whole person development in ALL areas - Body, Spirit, Relationship, Business, and Community. Outside of work, Wade and his wife Nicole love to spend time with their four kids (ages 6-13) and volunteering with their church and school in Columbus.

WHO SHOULD ATTEND... Directors who have completed all four phases of the Director Certification Program and have served on their local cooperative board for several years.

BOARD LEADERSHIP SEMINAR

Thu, February 20, 2020
Embassy Suites, LaVista
(402/331-7400)

Registration: 10:00am
Seminar: 10:30am to 3:00pm

REGISTRATION FEE

Pre-Registration*

\$350 Members

\$450 Non-members

General Registration

\$375 Members

\$475 Non-members

* To qualify, the form and fee must be received in the Council office by 2.6.20

The farmer owned cooperative of the 21st century presents a myriad of issues for farmer boards of directors to address in a rapidly changing environment. Board members are recognized as leaders by cooperative patrons and the public at large. The Board Leadership Seminar provides an opportunity for Board members to broaden their context and perspective on their roles as cooperative leaders.

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

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. Participants are welcome to submit questions to the Council office prior to the Seminar.

OBJECTIVES

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

NOTE: Due to space constraints as well as to maintain a high level of interaction among attendees, BLS participation is limited to four board members from each cooperative.

FACILITATORS



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 represented most Nebraska cooperatives as legal counsel in the course of which he worked closely with many boards and board members in a wide variety of situations. Rocky has also served as a facilitator for DCP programs for over two decades.



Bill Kutilek has practiced law at Crosby Guenzel LLP since 1998. Bill actively assists boards of directors and clients in the following areas of practice: commercial law, corporate governance, agricultural law, litigation, 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.



COMMENTS FROM 2019 PARTICIPANTS

“First time attending. I wish I had made the effort to come sooner.”

“Best ever! Really enjoyed and learned a lot at this program. Like the smaller groups and more interaction.”

“This is the best session the NCC puts on each year. Educational and enjoyable!”

ON-SITE PROGRAMMING

DATE/LOCATION

Determined by the cooperative

COST

These programs are provided on a cost recovery basis

HOW TO SCHEDULE

If your cooperative is interested in hosting a program, please contact Ed Woepfel at 402/475-6555.

The Nebraska Cooperative Council has two programs that are designed to be delivered at your site. Both programs are flexible in design and will be customized to meet your training needs.

Co-ops 101

This workshop will range from 1-3 hours based on your needs. It 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
- governance structures

The longer version of the program will also provide an insight into the customer research that was done through the Legacy Project. This portion will look at customer/patron attitudes regarding a number of cooperative issues. The program is designed to provide employees with the basic fundamentals of the cooperative business model and how it differs from other business types. This information will help employees in their interaction with patrons of the cooperative.

“We felt it was important to make sure we had our customer facing employees trained up in the Co-op business model and then use our own internal dynamics to give the Co-ops 101 training a real world attachment to our Cooperative. Ed and Rocky did an excellent job in the Co-ops 101 session, and we had many positive comments from our employee group.”

- Tod Clark, CEO of Country Partners Co-op

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 StrengthsFinder® 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.

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.



Nebraska Cooperative Council

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

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