

California Center for Cooperative Development

Agricultural Cooperative Directors & Executives Leadership Training

Greetings Cooperative Leaders,

This year's session will mark the tenth year of the Agricultural Cooperative Directors and Executives Leadership Training program. This program is designed to promote director excellence and teamwork with management by providing you tools to apply to your cooperative's challenges and opportunities.

For the first day's agenda we've put together a program linking governance, finance and strategy, which we think will help participants make better, holistic decisions tied directly to your mission. We've teamed up with Morrison and Company, a business advisory firm that has worked with many California cooperatives and others in the food and agriculture industries to develop strategies and business plans, introduce new product or business lines, improve human resource and organizational efficiencies, and secure an impressive number of federal grant funds for financing new ventures. As part of their work, they've become integral parts of dozens of cooperatives and other food companies, and we believe

their combined '30,000 ft.' perspective and boots-on-the-ground experience will bring new ideas to this program. Back by popular demand, Dr. Phil Kenkel returns to lead a session providing perspectives and guidance on governance, working with management, and making the link between coop financial health and member benefits.

We also continue the tradition of looking at successful and transformed cooperatives with their representatives. Dr. Michael Boland is returning with a new set of case studies ranging from California to Ireland to explore how they have carved out successful paths in their industries and how they've dealt with internal and external threats.

We hope you'll join us for another session



Luis Sierra, CA Center for Cooperative Development

Trainers



Brent Morrison

Founder and Principal of Morrison & Co. Prior to founding Morrison & Co., Brent was CFO of Sunsweet Growers and President of Butte County Rice Growers Association.



Carissa Rystrom

Carissa is an organizational development consultant. Prior to joining Morrison & Co., Ms. Rystrom was with the Strategy and Performance Group of SRA International, Inc.



Shawn Miller

Shawn leads the People Solutions services at Morrison and Co. He has extensive experience in human resources, recruiting, organizational development, and HR services in addition to over 10 years' experience in operations



Phil Kenkel

Dr. Kenkel is a Regents Professor in the Agricultural Economics Department at Oklahoma State University and holds the Bill Fitzwater Cooperative Chair.



Michael Boland

Dr. Boland (Mike) holds the Koller endowed Professorship in Agribusiness management at the University of Minnesota.

View Full Bios at <http://www.cccd.coop/events>

Program Overview

Thursday, February 1st

Morning Session

The Four Ps to Cooperative Success: Purpose, Planning, Perseverance, and Performance with Morrison and Co.

Purpose: If your cooperative didn't exist, would anyone create it? Would it look the same? Understand and communicate your primary reason for existence and your unique place in the market: "Who are we?" How your reason for existence should drive your core values, secondary values, and aspirational values.

Planning: When a cooperative's core purpose becomes clear, the difference between where it is and where it needs to be can seem daunting. Create a compelling yet practical strategy with an approach that breaks down strategy from the 30,000 foot perspective to the interrelated activities that make your strategy achievable.

Perseverance: The best laid plans go awry if not executed properly and it's easy to get distracted. The ability to adapt appropriately to achieve the mission (purpose) is critical to success and an ongoing process. Create clarity in purpose and strategy, allow for flexibility in execution, and provide healthy accountability at all levels of the organization. To achieve these ends, coops must recruit and retain the right people, adapt effective and non-bureaucratic performance planning, institute proper rewards, and continually work to create a healthy organization.

Performance: Long-term financial planning strategies relevant to cooperatives; balancing debt solutions, managing equity/debt, and cash flow. A business has to perform to succeed, and sooner or later that boils down to money. How strategy can inform a cooperative's decisions in planning its cash and equity needs while targeting competitive returns/refunds for its grower-members.

Afternoon Session

Taking Your Board to the Next Level with Dr. Phil Kenkel

Internal Alignment: All boards need to understand their key roles and responsibilities and have efficient processes. Great boards understand the need to build mutual respect and teamwork while avoiding "group think". Internal alignment is an on-going process of building the oversight and decision making processes of the board.

Case Study: When to Record a Dissenting Vote

Alignment with the CEO: The success of the cooperative is built on a team effort between the CEO and Board. That teamwork does not come naturally as the CEO and Board have different backgrounds, different information sets, different time perspective and different decision processes. This section discusses the barriers to alignment, the need for on-going adjustments and the key role of the board chair.

Case Study: When to Hold an Executive Session

Alignment with Strategy: An aligned board has clarity in regard to the cooperative's strategy which allows it to establish priorities and balance time between monitoring performance and analyzing future conditions. Strategic alignment helps the board through decisions involving capital expenditures, acquisitions, divestitures and profit distribution.

Case Study: Diversification of a Cotton Seed Cooperative

Alignment with Member Interests: Aligning the cooperative with member interests involves aligning assets with the core membership needs, maximizing profits through efficient operations, managing the balance sheet for liquidity, solvency and adequate reserves and distributing all residual cash to members through cash patronage and equity retirement. The aligned board understands how to manage those parts to best benefit the members.

Case Study: A Dashboard for the Board

Friday, February 2nd

Case Studies on Successes, Failures, and Transformations with Michael Boland

Stanislaus Farm Supply: The wholesale and retail farm supply business has changed greatly in recent years due to consolidation of cooperatives and their member-producers. This case looks at the activities of a California farm supply cooperative and discusses what is happening across the United States at the wholesale and retail level

Michigan Blueberry Growers: MBG is the largest marketer of fresh and value-added blueberries in the world and has more than 300 growers. Since 2006, MBG has added growers in British Columbia, North Carolina, Oregon, Washington, and New Jersey. The blueberry industry has seen growth and change in recent years. This case looks at the blueberry industry and looks on the grower activities conducted by MBG.

Glanbia Dairy: The Irish dairy industry, while small production-wise with regard to the global milk supply, produces a large number of value-added products including branded butter, dry milk products used in human nutrition, and infant formula products. This case looks at structural and governance changes in one of the largest dairy cooperatives in the world and its expansion in the USA.

Registration Form

Agricultural Cooperative Directors and Executives Leadership Training

Hampton Inn and Suites, 327 E. Fir Ave. Fresno CA
February 1-2 2018

February 1: 8:30am The Intersection Between Governance, Finance, and Strategy

February 2: 8am Co-op Successes, Failures and Transformations

CCCD Members: \$375 both days | \$225 single days

Non-members: \$450 both days | \$275 single days

Add \$50 for February 1 Banquet Dinner & Speaker

Hampton Inn and Suites, Fresno CA 93720

Reservation Phone: (559) 447-5900

**Hotel rooms must be reserved by January 2
for special rate of \$169 per night**

Register online at: <http://cccd.coop/events>

Send scanned copy to coops@cccd.coop or fax to 530-297-1033

Organization:				
Name	Feb 1	Feb 2	Feb 1 Banquet Dinner: Add \$50	Subtotal
*Late Fee - For registrations submitted after January 18, add \$50/person				
Total				

In the event of circumstances beyond the control of CCCD, including but not limited to inclement weather, flight cancellations and delays which prevent a particular session to occur, CCCD will credit registrant with future Director and Executive Training program registration.

CO-OP/ORGANIZATIONAL MEMBERSHIP (Based on Annual Revenue)

<\$3 Million: \$250 \$3 Million - \$99 Million: \$350 \$100 Million-\$999 Million: \$500 >\$1 Billion: \$750

SPECIAL COOPERATIVE MEMBERSHIP: Champion: \$5,000 Cooperative Leader: \$3,000

Please make checks payable to CCCD and mail to
CCCD 979 F St. Suite A-1, Davis, CA 95616

Fax: 530-297-1033 | Phone: 530-297-1032 | coops@cccd.coop

The California Center for Cooperative Development (CCCD) is a 501(c)(3) non-profit organization that promotes and supports the myriad of cooperatives in California with start-up and technical assistance. CCCD is supported by membership fees, donations, and project-related grants. Memberships sustain the Center and boosts CCCD's ability to fuel the development of new cooperatives. Members receive special discounts on conferences and services and access to outstanding publications. Your membership will be listed on-line and in our Annual Report. CCCD is an equal opportunity employer.

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February 1-2 2018

Join us in building on the educational programs we've provided to California Co-ops since 2008



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What to Expect

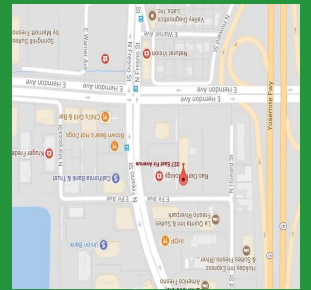
The Intersections
Between Governance,
Finance, and Strategy
with:

- Brent Morrison, Morrison & Co.
- Carissa Rystrom, Morrison & Co.
- Shawn Miller, Morrison & Co.
- Dr. Phil Kenkel, OK State Univ.

Co-op Successes,
Failures, and
Transformations
with:

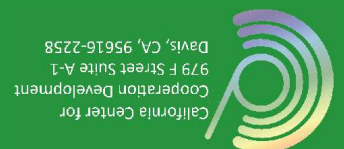
- Micheal Boland, Univ. of Minn.
- Stanislaus Farm Supply
- Michigan Blueberry Growers
- Glanbia Dairy

Hotel & Conference site
Hampton Inn and Suites
327 E. Fir Ave.
Fresno, CA 93720



February 1-2 2018

REGISTER NOW



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Cooperation Development
979 F Street Suite A-1
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