



Cooperative Notes

Northeast Cooperative Council

Information Education Collaboration

VOLUME 29—ISSUE 1—WINTER

The Northeast Cooperative Council's 66th Annual Meeting and Leaders Forum

Issues and Opportunities "SHAPING OUR FUTURE"

Monday, March 16, 2015, 8:30 am to 8:00 pm

Double Tree by Hilton, E. Syracuse, New York

(In conjunction with the CoBank Northeast Customer Meeting, March 17, 2015)

GOING GLOBAL: BALANCING CUSTOMER EXPECTATIONS AND COOPERATIVE OBLIGATIONS

Michael Doyle, President & CEO, Foremost Farms USA will discuss how the beliefs and concerns of consumers can transcend the supply chain and ultimately impact the cooperative and its members. Tensions arise as the cooperative works to meet the needs of its customers on the one hand while balancing the expectations of and relationships with its members on the other.



Michael Doyle was named Foremost Farms USA President & CEO in 2014. He joined the organization in 2007 as CFO and Vice President of Finance. Prior to 2007, Doyle was CFO at Creekstone Farms Premium Beef, LLC and Vice President, Finance and Operations of the Agriculture and Feed Division of Land O'Lakes.

DO YOU HAVE WHAT IT TAKES TO HANDLE A CRISIS?: CRISIS PREPAREDNESS AND COMMUNICATIONS

"Listeria Death Toll Rises in Cantaloupe Recall," "40 Million Stolen Credit Cards: How Target Blew It," "American Apparel Ousts Its Founder Over Nude Photos." "Patients taking warfarin should avoid drinking cranberry juice." These are real headlines highlighting today's typical crisis situations. A crisis may hit your organization at any time. **Cindy Taccini, Director of Communications, Ocean Spray Cranberries, Inc.** will review some of the basics of crisis communications and planning with additional focus on assessment of plans already in place. She will provide some building blocks to move forward with your co-op's crisis plan.



Cindy Taccini is responsible for leading Ocean Spray's crisis communication efforts, including related media and social media relations, community relations and stakeholder engagement. She led her team to successful resolution of a 13-year international and corporate industry issue. She also leads the execution of global health communications and issues management plans critical to the Ocean Spray business.

WORKING WITH GENERATIONS: HOW TO ATTRACT AND RETAIN THE MILLENNIAL GENERATION

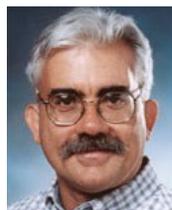
Cooperative leaders are concerned with who will staff the businesses of the future as the baby boomers retire. **Steve Franklin, Director of Learning and Development at CoBank, ACB** will share what is important to each of four generations in the workplace. He will provide a general description of each generation, their heroes, their motivators, and work styles. He will discuss strategies for attracting and retaining each of the generations with special emphasis on the youngest generation, the millennials.



Steve Franklin develops and delivers CoBank University's learning programs, including the Leadership Excellence series. He also acts as a management coach to many leaders that have been part of his program. Steve came to CoBank from Lehman Brothers and is a licensed attorney in the state of Colorado.

OUTLOOK FOR THE U. S. ECONOMY OVER THE COMING YEAR

The global economy is complex. **Stephen Kyle, Associate Professor, Charles H. Dyson School of Applied Economics and Management, Cornell University** will share the status and likely future paths for key economic indicators in the United States over the coming year. Particular attention will be paid to the interaction of U. S. fiscal and monetary policy as well as the likely effects of events in Europe and Asia on the domestic situation, here in the U. S.



Steven Kyle's focus is in the areas of macroeconomic policy in the United States and low-income countries. He has advanced degrees from Harvard University. He has served as a consultant to the World Bank, United Nations Food and Agriculture Organization, and US Agency for International Development. He is a member of the American Agricultural Economics Association, American Economics Association and the International Association of Agricultural Economists.

CoBANK, ACB Northeast Customer Meeting

Tuesday, March 17, 2015



ROBERT ENGEL, COBANK, ACB CHIEF EXECUTIVE OFFICER

Bob Engel will provide an update on the performance of CoBank over the past year. As chief executive officer, he is responsible for implementing the bank's strategic and business direction as set by the Board of Directors. Previously he served as CoBank's president and chief executive officer for eight years. Engel is chairman of CoBank's Management Executive Committee. Prior to joining CoBank in 2000, Mr. Engel was chief banking officer at HSBC Bank USA in New York. He has more than 25 years of banking experience, primarily with HSBC Bank, USA, and eight years of accounting experience, including an agribusiness specialization, with firms of KPMG and Deloitte & Touche.



In addition to his responsibilities with CoBank, Mr. Engel is a member of the board of directors for the Federal Farm Credit Banks Funding Corporation and Farm Credit Leasing (chairman). He is also a member of the Farm Credit System Presidents Planning

Committee.

TOM FLICK, LEADERSHIP CONSULTANT

Tom Flick has a unique perspective on competition, leadership and success gleaned from two very different fields of endeavor—professional sports and the world of business. He was a standout quarterback at the University of Washington and was later drafted by the Washington Redskins. During his career in the NFL he played for the San Diego Chargers, Cleveland Browns, and New York Jets.



Since retiring from football, Tom has established a career as a speaker and business consultant. Among his core topics are leadership development, change management, teamwork and communication. His clients include Microsoft, Starbucks,

Hallmark, Boeing, American Express and the Pentagon. He works closely with Dr. John Kotter, former professor at the Harvard Business School. Dr. Kotter is a best-selling author and founder of Kotter International, a management consulting company.

MARCI ROSSELL, ECONOMIST

Economist Marci Rossell has a unique ability to take complex financial issues and make them relevant to people's lives, families, and careers. She is best known for the time she spent in broadcast television as chief economist for CNBC. She has also served as a corporate economist and investment spokesperson for Oppenheimer Funds, one of the nation's largest mutual fund companies. She began her career as an economist for the Federal Reserve Bank of Dallas. Ms. Rossell earned a doctorate in economics from Southern Methodist University, where she was also named Young Alumni of the Year in 2002.



Monday evening, March 16th
Northeast Cooperative Council Banquet
Featuring Cal Ripken, Jr.
Sponsored by CoBANK, ACB.



CAL RIPKEN, JR., FORMER BALTIMORE ORIOLES SHORTSTOP AND MEMBER OF THE BASEBALL HALL OF FAME

Cal Ripken, Jr. played 21 seasons in Major League Baseball as shortstop and third baseman for the Baltimore Orioles. He is best remembered for playing 2,632 consecutive games, breaking Lou Gehrig's record which had stood for 56 years. Ripken compiled 3,184 hits, 431 home runs, and 1,695 runs batted in. He was a 19-time All-Star Player and was twice-named the American League's MVP. In 2007, he was elected into the National Baseball Hall of Fame. Today he runs three minor league teams, the Cal Ripken, Sr. Foundation, and a Youth Baseball Academy.



NECC Future Cooperative Leaders Conference “LEADING YOUR MEMBERSHIP”

March 25-27, 2015

Gettysburg, PA

Hosted by: AgChoice Farm Credit, ACA & Land O’Lakes, Inc.

CONFERENCE HIGHLIGHTS

◆ BALANCING CONFIDENTIALITY AND AN INFORMED MEMBERSHIP

Cooperatives are complex businesses that operate in a highly competitive environment and may be the proprietary owners of industrial processes valued at millions of dollars. However, they are democratically controlled and owned by the members they serve who, when necessary need information to vote. The session will focus on confidentiality and the need to know.

◆ MEMBERS DO MAKE A DIFFERENCE

Good ideas do come from members. Cooperative round table discussions will focus on recent key decisions made by the cooperatives’ leaders and the influence that members have when identifying a needed change and the resulting impacts.

◆ WHY I SERVE

Running a farm business is complex in the time involved to make and implement decisions while balancing the time for family and friends. Serving as a cooperative leader only adds to that complexity—and yet there are rewards. Learn about the roles and responsibilities when serving in a leadership position of a cooperative.

◆ THE BOARD IS IN SESSION

Cooperative directors set policy, hire and oversee management and are the financial stewards of the organization. Directors have legal obligations when leading the cooperative and should exercise ethical integrity. These obligations are framed through the Duties of Care, Obedience, and Loyalty. Real life examples will be used to demonstrate how board members resolve some of the issues they face in leading the cooperative.



◆ GETTYSBURG LEADERSHIP SEMINAR

The Battle of Gettysburg was a pivotal point in American history and the Civil War. The lessons learned from the events of the battle and the leaders who shaped the outcomes are as relevant today as they were when they actually occurred 150 years ago. Each side had strong beliefs. One side had an un-tested “management” team. The battle was volatile and constantly changing leading to faulty information and challenging communications. Key assets needed to be protected to continue the fight. Tom Vossler, Colonel, U. S. Army, (Retired) will lead the group on a tour of the battlefield and provide hands on opportunities to learn the lessons from the field relevant to today’s farm businesses and cooperative leaders. Vossler has participated in two productions for *The History Channel*, co-published two books focused on Gettysburg and the Civil War, conducted leadership seminars for U. S. corporations, and served on the Board of the Adams County Farm Bureau, Pennsylvania Cattleman’s Association, PA Beef Council, and developed a herd of high quality Simmental cattle.



Meet other farmers. Make new friends.
Enjoy the scenic Cumberland Valley.



For more information, contact:
Bobbie Severson
Email: rmh27@cornell.edu
Phone: 607/255-1987

PRESIDENT'S COLUMN



The Northeast Cooperative Council strives to stimulate the overall effectiveness of member organizations by increasing the understanding of the power of the cooperative business model among directors, managers, advisors, educators and students. This is accomplished through events sponsored by the organization.

I encourage you to attend the upcoming 66th Annual Meeting and Leaders Forum to be held March 16 in conjunction with the CoBank Northeast Customer meeting on March 17th at the DoubleTree Hotel in East Syracuse, NY. The Council is appreciative of the support provided for this event by CoBank and CHS, Inc. Succession of cooperative leaders and management is a key issue facing our organizations. New this year to the Leaders Forum is an early bird session that will focus on young, highly motivated employees and how they can position themselves for advancement to lead our cooperatives in the future. This theme will be carried into the Leaders Forum and Management Round Table discussion as Steve Franklin, Director of Learning and Development at CoBank discusses how to build inter-generational teams to build success of cooperative businesses.

The NECC Future Cooperative Leaders Conference - "LEADING YOUR MEMBERSHIP" will be held March 25-27, 2015 at the Eisenhower Complex of the Gettysburg Hotel, Gettysburg, PA. I thank AgChoice Farm Credit, ACA and Land O'Lakes for hosting the event this year. This event promises to be highly interactive as participants assume the roles of cooperative directors. The highlight for the conference will be a visit to the Gettysburg battlefield. The focus of the visit will be about leadership and decision making. I encourage each cooperative to send their future leaders to this outstanding program.

The NECC board of directors has started the strategic planning process to evaluate future opportunities for the organization as it works to serve and strengthen its members. The plan and its implementation are important components in building the relevancy of the organization and forging a renewed relationship with Cornell University.

Sincerely,
Cynthia Van Lieshout

MEMBER SATISFACTION

The USDA Rural Development, Cooperative Business Program gathered information about dairy farm member satisfaction with their cooperative in the context of marketing and pricing of milk through 4 surveys conducted between 1993 and 2012. Many of the questions were very similar to one another across all 4 surveys. While 2,379 surveys were completed, 1,736 surveys were included in *Member Satisfaction With Their Cooperatives: Insights From Dairy Farmers* (USDA RBS Research Report 229). The report provides useful insights to cooperative leaders regardless of the commodity crop marketed, the crop input supplied or the service that is provided. The surveys were not random and results were based on those who completed them. The surveys did not reflect the economic conditions of the dairy industry or financial performance of the cooperatives at the time they were completed. Eighty percent of members were somewhat to very satisfied with their cooperatives overall. Sixty percent were somewhat to very satisfied with the cooperative's pricing policies, which was strongly correlated to overall satisfaction. Strongly correlated to member satisfaction was the cooperative doing a good job marketing milk and returning the best price possible to its members. **Three-quarters of respondents were somewhat to very satisfied with cooperative management, which is very strongly correlated to satisfaction of the members with the cooperative. This is the strongest correlation in the entire data set.** Seventy percent of members agreed to strongly agree that they were satisfied with the leadership provided by the board of directors, which was strongly correlated to the overall satisfaction they had with the cooperative. Members were satisfied that the board of directors would hire qualified managers. Members expect the board to hold management accountable; minimize operations and marketing costs to maintain or increase profitability and strengthen the cooperative enterprise. Over sixty percent of respondents indicated that they would continue their membership with the cooperative, even if another option became available.