

Cooperative Notes

Northeast Cooperative Council

Information Education Collaboration

VOLUME 29—ISSUE 4—FALL

TALENT WANTED: Cooperative enterprises...local to global, people, planet, profit

Cornell University SYMPOSIUM ON COOPERATIVE CAREERS

FRI., OCTOBER 16, 2015, 1:00 – 5:00 PM

Cornell University, Ithaca, NY

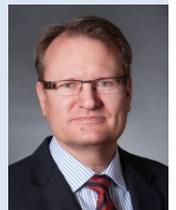
401 Warren Hall

Sponsored by the

Cornell University Cooperative Enterprise Program in collaboration with the Northeast Cooperative Council

The Cornell University Cooperative Enterprise Program in collaboration with the Northeast Cooperative Council is proud to host the inaugural Symposium on Cooperative Careers. The event is geared towards building students' understanding of cooperative-structured businesses as they learn about the opportunities that co-ops can provide post-graduation. Students from land grant universities within the NECC service area and colleges and universities near Cornell University have been invited to attend. There is an outstanding line up of presenters who will showcase their respective cooperative or mutual organization as well as talk about the talent and skills needed to help the company achieve its future goals. Each presenter will also share a bit of information on their respective career path along with selected topics of interest to students.

Tom Halverson, Chief Banking Officer CoBank, ACB will provide the **keynote address** for the event. At CoBank, Halverson is responsible for CoBank's Regional Agribusiness, Corporate Agribusiness, Power, Energy & Utilities and Project Finance Groups. He serves on the bank's Management Executive Committee. Prior to coming to CoBank he served as managing director and chief of staff for Goldman Sachs Bank, USA, a subsidiary of the Goldman Sachs Group, Inc. He will present an overview of cooperatives and lead breakout sessions for students interested in **finance** careers.



Tom Halverson,
Chief Banking Officer
CoBank, ACB



Danielle Heeren,
Aligned Solutions,
CHS, Inc.

Students are interested in how companies 'give back' to the community and society. Danielle Heeren, CHS, Inc. Aligned Solutions will share information on CHS' efforts in **corporate social responsibility**. Dani's responsibilities at CHS, Inc. are two-fold. She works with job seekers to align their personal and professional goals with the needs of the cooperative. She also assists cooperative management in designing position descriptions to attract a desirable pool of candidates. Prior to coming to CHS, Inc., Dani worked at Land O'Lakes securing talent for the Agronomy division. She currently serves as the Chairwoman of the National Post-secondary Agricultural Students (PAS), an organization whose goal is to facilitate relationships between students and agricultural firms.

Paul Stajduhar, Sr. Vice President, Global Chief Marketing Officer, Ocean Spray Cranberries will provide insights into the **global market place**. At Ocean Spray he oversees relationships between the cooperative and agency partners around the world by leading the global marketing, innovation and insights team. Previous responsibilities include Vice President of Corporate Strategy and Business Development focusing on new ways to expand the company, develop new partnerships and increase overall scale and efficiency. He also led the new products team in developing and launching new product and packing platforms for the Ocean Spray beverage business. Prior to Ocean Spray Cranberries, Inc. he was with Quaker Oats in Chicago and was director of customer marketing for the Gatorade® business.



Paul Stajduhar,
Global Chief Marketing Officer
Ocean Spray Cranberries, Inc.

(continue on next page)

TALENT WANTED: Cornell University Symposium on Cooperative Careers cont.



Shannon Terry,
Associate VP,
Predictive Analytics
Nationwide Insurance

Shannon Terry, Associate Vice President, Predictive Analytics, at Nationwide, Insurance will share information on opportunities in **data analysis**. Students are particularly interested in how to manage data in such a way to provide needed information to assist companies in making decisions. As an applied statistician and data management expert, Terry's research interests include reproducible research, machine learning, natural language processing, and data visualization.

TALENT WANTED:

Cornell Symposium on Cooperative Careers*

Friday, October 16, 2015

AGENDA:

1:00 pm —WELCOME

1:15 pm —FEATURED PRESENTATION

Tom Halverson, Chief Banking Officer, CoBank, ACB

1:45 pm—PANEL OVERVIEW

- ◆ Global Marketing—Paul Stajduhar, Chief Marketing Officer, Ocean Spray Cranberries, Inc.
- ◆ Corporate Social Responsibility—Danielle Heeren, Aligned Solutions, CHS, Inc.
- ◆ Data Analytics—Shannon Terry, Associate VP, Predictive Analytics, Nationwide Insurance
- ◆ Jobs wanted—Dyson Undergraduate Council

3:30— BREAK OUT SESSION #1

- ◆ Finance
- ◆ Data analytics
- ◆ Global markets
- ◆ Corporate social responsibility

4:15—BREAK OUT SESSION #2

- ◆ Finance
- ◆ Data analytics
- ◆ Global markets
- ◆ Corporate social responsibility

5:00—NETWORKING AND RECEPTION

*For students, NECC member college recruiters, human resource managers

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

PRESIDENT'S COLUMN



Key findings of the NECC strategic planning process were the need for increased understanding and awareness on the part of students to learn more about cooperative-structured businesses and the need of NECC member organizations to attract the 'best and brightest' students as both employees and members.

The NECC is collaborating with the Cornell University Cooperative Enterprise Program and the National Farmers Union to provide opportunities for students to learn more about cooperatives. Students attending the events indicate that, "I would like to learn about opportunities in my field." "It's a great topic." "Professional development while impacting the community."

These events will be held back-to-back, October 16th-17th on the Cornell campus in Ithaca, NY. I encourage you to reach out to any college students that you might know of and urge them to register and attend the event. **Please reach out to college faculty with whom you have relationships and urge them to promote the event to their students today!** More information can be found at the NECC website. Planning is underway for the NECC Leaders Forum and Annual Meeting to be held February 29, 2016. Please save the date. I look forward to seeing you in Syracuse.

Sincerely,

Cyndy Van Lieshout, President

CALENDAR OF EVENTS

Oct. 22-23 Human Resources Conference, Chicago, IL, presented by NCFC

Nov. 5-6 18th Annual Farmer Cooperatives Conference, Minneapolis, MN presented by the Center for Cooperatives, University of Wisconsin—Madison

Nov. 17-19 Director Leadership Conference, Colorado Springs, CO presented by FCC Services

Feb. 10-12, 2016 NCFC Annual Meeting, Phoenix, AZ

Feb. 29 Leaders Forum and Annual Meeting, presented by NECC, Syracuse, NY

Mar. 1 CoBank Northeast Customer Meeting, Syracuse, NY

ENCOURAGE A COLLEGE STUDENT YOU KNOW TO REGISTER TODAY!!

NATIONAL FARMERS UNION HOSTS.....

**The Eastern College Conference on Cooperatives
Saturday, October 17, 2015**

Warren Hall on the Cornell University campus, Ithaca, NY



Event highlights:

- ◆ *Learn about the social impact of cooperatives to strengthen communities*
- ◆ *Meet cooperative leaders*

Tour cooperative businesses—

- ◆ *GreenStar Cooperative Market—successful food cooperative*
- ◆ *Ithaca Farmers Market—local foods and tourism destination*
- ◆ *Buffalo Street Books—community-owned bookstore*
- ◆ *Handwork—Most successful artisan cooperative along the East Coast*

For more information and assistance with travel arrangements, contact Sarah Campbell at: SCampbell@nfudc.org Phone: 202-314-3104

To register: <http://www.nfu.org/nfu-foundation/ccoc>

Van Lieshout Appointed to National Dairy Promotion and Research Board.

USDA Secretary Tom Vilsack appointed 12 members to the National Dairy Promotion and Research Board for a 3-year term commencing November 1, 2015. One of the 12 is Cyndy Van Lieshout, NECC President. Cyndy has been an Upstate Niagara Cooperative, Inc. board member for over 10 years. She has served on the Upstate Niagara Quality and Hauling Committee as well as the Milk for Health Committee. She and her family operate a dairy farm in Albion, NY .

Other members representing the Northeast and mid-Atlantic states include Harold Howrigan, Jr. (VT), Ron McCormick (NY), Sandy Stauffer (NY), and Marilyn Hershey (PA). The 38-member board administers programs designed to strengthen the dairy industry's position in domestic and foreign markets. The program is financed by a mandatory \$0.15/cwt. assessment on all milk marketed commercially and a \$0.075/cwt. assessment, or equivalent thereof, on milk and dairy products imported into the United States. Appointees were nominated by eligible producer organizations and qualified dairy products promotion, research, or nutrition education programs.

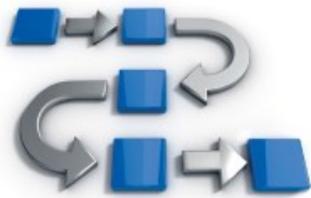


SUPPLY CHAIN MANAGEMENT

By Roberta M. Severson, Cornell University Cooperative Enterprise Program

Most products destined for consumer use move through a series of firms that provide aggregating, processing, marketing, or distribution functions. These firms are known collectively as the supply chain. Traditional business decision making focuses on margins between current and expected market price and cost of inputs and labor. Simplistically, strategic planning, decision making, and implementation tend to be inside the 'four walls' of the firm.

More recent thinking is that businesses need to align with one another across the continuum beyond immediate upstream/downstream linkages to be both effective and efficient. Supply chain management (SCM) is the active management of activities to maximize customer value and achieve a sustainable competitive advantage. Or put another way, the components or links



within one chain will collaborate across the chain to develop efficiencies that allow it to compete against another supply chain. SCM includes research and development, sourcing, processing logistics and an information system to coordinate these activities. The physical flow of the product is most easy to understand as product flows from members farms through a processing facility, into a warehouse and then onto trucks for distribution to the customer. Management philosophies such as total quality management, just-in-time manufacturing, lean manufacturing, Six Sigma and production efficiencies

inside each link are still important and relevant. What is equally important but less visible is the data that is collected and shared across the entire supply chain that allows supply chain partners to control the day-to-day flow of goods and coordinate their long-term plans.

WHAT DOES IT MEAN FOR COOPERATIVES?

Cooperatives have a history of "cooperating with other cooperatives." They form joint ventures with other cooperatives and investor-owned firms when the need arises. Other cooperatives provide goods and services integrating the sale of crop inputs to members along with purchasing, processing, marketing, selling and distributing products from their member farms. Under the new model, the players along the chain will be successful when the entire chain is successful, from farmer to consumer. Data information systems will be put in place to reduce slack and build efficiencies across the entire system. SCM would mean even more coordination across the spectrum. Individual businesses acting in their own best self-interest may compromise the integrity and competitive advantage of the chain.

Questions arise. If SCM is the new means of conducting business, when does sharing information across the chain move from building competitive advantage to be seen as collusion and subject to anti-trust concerns? What does SCM mean for marketing agreements between the cooperative and the member? Perhaps the cooperative will not be able to market all the product produced by the farmer-member. Would members submit a 'bid-price' to the cooperative as a means to sell the product? Would additional pools be created by the cooperative as a means to secure desired product on the one hand or discourage over-production when necessary? Would the cooperatives limit the amount of product purchased from individual members? What investments need to be made to fully execute a SCM program? How does this impact working capital and equity of the cooperative? How does a cooperative member benefit (or not) from this new business model? How does the co-op share these changes with members in a way that they understand? Will the regulatory environment slow or prevent the adoption of SCM? What are the implications for risk management strategies? What policies need to be put in place to guide management, protect the interests of the member and ensure co-op business viability? How does cooperative leadership consider this concept as it positions the organization in the future? There are no easy answers. Decision making will be complex. Correct interpretation of data will become critical.

COLLEGES STEPPING UP TO THE CHALLENGE

Cornell University CALS initiated a new undergraduate class in Supply Chain Management and the College of Engineering includes a department in Operations Research and Information Engineering.

The Pennsylvania State College, Smeal College of Business, Supply Chain and Information Systems Department is ranked #1 by the IT research and advisory firm, Gartner in graduate supply chain education.

UMass, Amherst. Mechanical and Industrial Engineering. "Supply chain management takes a holistic approach towards managing the flow of material and information through the supply network—including different tiers of suppliers, manufacturers, warehouses and stores—in order to maximize system-wide profits and create customer value."

Rutgers Supply Chain Management undergraduate program is ranked #3 in North America. According to the Rutgers Business School, "Supply chain management is how business gets done. Supply chain management spans all movement and storage of raw materials, work-in-progress inventory, and finished goods from point-of-origin to point-of-consumption."