**Using Data to Make Decisions**
- How to present change
- Identifying areas of opportunity
- Key production and key financial indicators
- What data should be kept?

**Working with a Lender**
- What do they look for?
- Negotiating terms
- Preparing proposals

**Day 2—March 11, 2014**
7:30 am - 9:00 am: Breakfast
7:45 am: Program begins

**Managing Profits**
- What to do in both high and low cycles
- Long term planning

**Family Business Management**
- Roles
- Communication
- Approaches

**Evaluating Performance**
- How to evaluate
- Methods to provide feedback
- Training to improve performance

12:15-12:30 pm: Wrap up and evaluation

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**Session Three:**
White Eagle Conference Center, Hamilton
Day 1—March 12, 2014
11:30 am - 12:30 pm: Registration and lunch
12:45 pm: Start of Program

**In-Depth Risk Management**
- Crop Insurance
- Livestock Gross Margin Insurance
- Futures

**Human Resource Management**
- Interviewing
- Training
- Performance Review
- SOP’s

**The Next Generation—Improving the Transition Process**
- Management transition approaches
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**Program Information**
*Program Fee*
$750 paid in two installments of $375 each. The first installment is payable upon notification of acceptance into the program. The second installment is due by January 1, 2014.

The program fee includes all meals, lodging, parking, meeting rooms, speakers’ fees, materials, and books during the program. The program fee covers the lodging expenses for the nights of the first day of the session. Additional nights of stay before or after the program are the responsibility of the participant. Reservations for all lodging must be made through our office. If double accommodations are desired, please contact us.

The fee does not include expenses associated with traveling to and from the facility, expenses for recreation and entertainment, or other personal incidental expenses.

**A Typical Day!**
A typical day includes four activities: sessions, individual study, small group discussions, and roundtable discussions with faculty. With the fully packed agenda and the importance of group interaction to the program, participants are expected to spend the entire time at the conference center. Please be prepared to leave your business responsibilities at home. Although informal interaction with classmates and faculty is expected, any urgent matters at home should be left until informal interactions with classmates and faculty are completed.

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The Academy for Dairy Executives is an educational opportunity for progressive dairy executives. The program is designed to provide dairy executives and agri-service personnel the opportunity to increase their knowledge of the leadership and management skills necessary to run a successful dairy in these volatile times. The Academy provides a forum for producers to learn and interact with each other and the presenters during three one-night sessions over 10 months.

The program is designed to enhance understanding of the fast-changing dairy industry. By coming to this program, you will continue to develop the necessary leadership and business management skills to lead your dairy business into the future.

Dates:
SESSION ONE: November 13-14, 2013 Hope Lake Lodge & Conference Center, Cortland, NY
SESSION TWO: January 15-16, 2014 Holiday Inn, Auburn, NY
SESSION THREE: March 12-13, 2014 White Eagle Conference Center, Hamilton, NY

Session One:
Hope Lake Lodge, Cortland
Day 1—November 13, 2013
11:30 am – 12:30pm Registration and lunch
12:45 pm Start of Program
• Introduction to Management Functions
  *Managing vs. Doing
  *Getting to know the Participants
• Economic Decision making
  *Why keep records
  *Key profit measures and goals
  *Purpose of being in the business
  *Finance and management Together
• What is happening in the real world
  Dairy producer will share what he does management-wise

Day 2—November 14, 2013
7:00 am - 8:00am Breakfast
7:45am Program begins
• Partial budgeting
  *Types
  *Methodology
  *Forms
  *Working through examples
  *Limitations
• Operations Planning
  We’ll work through the process of planning with an operational intent, with each participant using their individual farm as we move through the topics:
  *Assumptions
  *Objectives
  *Prioritizing
  *Goal setting
  *Critical Path
  *Contingency Planning
12:30pm Wrap up and Evaluations

Session Two:
Holiday Inn, Auburn
Day 1—January 15, 2014
11:30 am – 12:30pm Registration and lunch
12:45 pm Start of Program
• Whole Farm Budgeting
  *Tools
  *Approaches
  *How to use
• Mission & Vision
  *Strategic planning
  *Develop mission statement
  *How to use
• Risk Management
  *Why important
  *Approaches
  *Analysis
• Communication
  *Why it’s important
  *How to improve
  *Tools & approaches
• Getting the Most Out of Your Advisors
  *Communications
  *Evaluating
  *How to best utilize

Day 2—January 16, 2014
7:00 am – 8:00am Breakfast
7:45am Program begins