

•Financial Performance--Final 21 ratios:

- *What are they?
- * What are the ranges?
- *What are the goals?
- *How do your numbers compare?

•Personality & Management Styles

- *What are they?
- *Why are they important?
- *Where do you fit?

12:15-12:30 pm

Wrap up and Evaluations

SESSION THREE:

White Eagle Conference Center, Hamilton

Day 1—March 12, 2014

11:30 am - 12:30pm

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
- *Asset transition approaches
- *Stories from the trenches

•Using Data to Make Decisions

- *How to propose change
- *Identifying areas of opportunity
- *Key production and key financial indexes
- *What data should I be keeping?

•Working with a Lender

- *What do they look for
- *Negotiating terms
- *Preparing proposals

Day 2—March 13, 2014

7:00 am - 8:00am

Breakfast

7:45am

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

Building Strong and Vibrant New York Communities
Cornell Cooperative Extension provides equal and employment opportunities.

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, speaker fees, materials, and breaks during the program. The program fee covers the lodging expenses for the night of the first day of the session. Additional nights of stay before or after the program are the responsibility of the participants. Reservations for all lodging will be handled by 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.

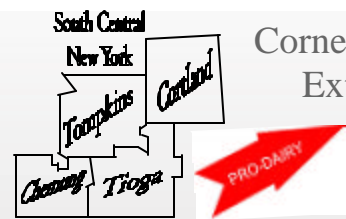
A Typical Day!

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. Break time will be built into the program to allow informal interaction with classmates and to respond to any urgent matters at home.



Cornell University
Cooperative Extension

South Central NY Dairy
& Field Crops Program



Area Dairy & Field Crops Team

Cornell Cooperative Extension and PRO-DAIRY present:

THE ACADEMY FOR DAIRY EXECUTIVES

Developing Management and Leadership Skills

Topics Covered in 3 Sessions Over 5 months:

- ◇ Family Business Management and Communication
- ◇ Financial Assessment
- ◇ Budgeting and Decision Making
- ◇ Building Effective Employee Teams
- ◇ Business Risk Management
- ◇ Strategic Planning

Applications are now being accepted for the Academy for Dairy Executives in Central New York.

For more information, visit www.ansci.cornell.edu/prodairy/academy or contact Janice Degni at jgd3@cornell.edu or 607-753-5215.

Applications Due October 10, 2013



Program Agenda

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:

- *Assessments

- *Objectives

- *Prioritizing

- *Brainstorming

- *Goal setting

- *Tactical Plans

- *Control

- *Scenario Analysis

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

- *Areas

- **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

