Conference Details:
1. Return to NECC home page and CLICK ON Online Registration to register for the event and to view a more complete speaker Agenda.
2. A block of rooms has been reserved for this event and is available at the conference rate of $149 plus tax until March 4, 2014. Please make hotel reservations directly with the Albany Marriott (phone 518/458-8444).
3. If preferred, a hard copy registration form for the event is available on the NECC home page.

NECC Leaders Forum, March 27, 2014 – 9:00 a.m. – 9:00 p.m.
“Strategic Decision Making Through Tactical Leadership”

Going Global: Practical Considerations and Risk Mitigation Options for U. S. Cooperatives

Jay Waldvogel, Sr. Vice President, Strategy and International Development, Dairy Farmers of America, will provide an overview of the key issues and considerations facing cooperative Boards and senior management teams that are pursuing global expansion. His talk will delve into how to identify and evaluate global events and trends and their impacts in board and management decision making. He will use actual examples to highlight the roles that strategic planning, Board engagement, partnering, risk assessment and expectation management have in delivering a successful outcome. The examples will focus on the dairy sector but are largely applicable to other business categories.

Jay Waldvogel is responsible for leading DFA’s strategic planning process and supporting DFA’s business leaders in implementing the strategies. He also is charged with guiding DFA’s expanding global activities. Jay has more than 20 years of experience in the global dairy industry and spent more than a decade living and working overseas with leading dairy companies including Campina in Europe and Fonterra Co-operative Group in New Zealand. He has held senior positions in finance, operations, marketing, strategy, mergers and acquisitions, sales and general management including serving as Fonterra’s chief operating officer and acting chief executive officer.

Critical Decision Making: Lessons Learned from the Saskatchewan Wheat Pool

Murray Fulton, Professor, University of Saskatchewan, and a Fellow in Agricultural Co-operation with the Centre for the Study of Co-operatives, will examine the factors behind the decisions made at the Saskatchewan Wheat Pool (SWP) in the 1990s. During this period, the Pool’s dramatic loss of market share and accumulation of debt placed it on a trajectory that resulted in it eventually losing its cooperative structure. His presentation will concentrate on two key factors: (1) cognition – in this case the hubris and over-confidence of senior management; and (2) agency – a lack of effective oversight by the board of directors. Both of these factors represent governance issues that must be addressed as cooperatives adapt to rapidly changing economic environments and adopt increasingly complex forms of financing.

Murray Fulton is a Professor at the Johnson-Shoyama Graduate School (JSGS) of Public Policy and is the Graduate Chair at the University of Saskatchewan campus. His research and teaching interests include industrial organization, agricultural and rural policy, co-operative theory, intellectual property rights, and regulatory compliance. One important area of research has been an examination of the changes that are occurring in agriculture and the response of organizations – including agricultural co-operatives.

Strategic Succession Management in Cooperative Leadership

Jay Lux, Vice President, Talent Management, FCC Services, notes, actively managing the talent of employee teams is no longer a nice-to-do, but rather a strategic business imperative. For organizational leadership and governance, a regular review of the team, how key individuals are performing and gaps in the organization can mean the difference between success and failure. It’s not that people either have talent or don’t have talent. Rather, it’s a matter of where do they have the greatest talents and where do they have the greatest needs for development, then reviewing this information regularly, tracking progress and monitoring the data over time.

Jay Lux facilitates the practice area of leading succession management, employee engagement, strategic planning, organizational assessments and change strategies and Human Resource consulting. He consults with clients on individual and leadership development strategies and executive coaching. Prior to joining the FCC Services team, Jay led the Workforce Management Consulting practice for Farm Credit Foundations/AgriBank in St. Paul, MN.

Targeting Messages for Cooperative Members

Robert Wellington, Sr. Vice President of Economics, Communications, and Legislative Affairs, Agri-Mark, Inc., will speak to messages and communication strategies that resonate with the diverse population of cooperative members. The presentation will focus on effective messaging across assorted communication platforms and how to evaluate which messages to send, how they should be sent, and if the message was accurately received. Wellington will share some ideas on who the messengers are and how they need to be trained to be effective communicators in the future.

Bob Wellington is involved with all aspects of national and Northeast farm milk pricing. He regularly provides price forecasts for the cooperative’s 1,200 Northeast dairy farm families in addition to milk production forecasts and analysis for the co-op’s four manufacturing operations. He has represented Agri-Mark at all Federal Milk Marketing Order hearings since joining the cooperative in 1989 and has served on several National Milk Producers Federation Committees.
Robert Engel, Chief Executive Officer, CoBank

As CoBank’s chief executive officer, Bob Engel 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. Mr. Engel is the 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 the firms of KPMG and Deloitte & Touche. During his 14-year tenure at HSBC, he served in a variety of management and credit positions, including chief credit officer, before being named chief banking officer.

Terry Jones, Founder of Travelocity

Terry Jones helped found Travelocity.com in 1996 and served as the online travel company’s president and chief executive officer until 2002. Travelocity.com was the first website that cut out the middleman and allowed consumers to reserve, book and purchase airline tickets without the help of a travel agent or broker. Mr. Jones started Travelocity.com with a team of just 10 people and built it into a multi-billion-dollar company. He is widely regarded as an expert on e-commerce and business innovation. Prior to starting Travelocity.com, Mr. Jones spent 25 years in a variety of executive positions at Sabre Inc., a company that operates airline reservation systems. Prior to Sabre, he was president of product development for American Airlines.

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. Ms. Rossell 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.

Lynn Swann, NFL Hall of Fame Receiver

For nine years Lynn Swann was a top wide receiver for the Pittsburgh Steelers, and he played an integral role in the team’s four Super Bowl victories in the 1970s. In his pro career, he had 336 receptions for 5,462 yards and 51 touchdowns. In 2001, he was inducted into the Pro Football Hall of Fame in Canton, Ohio. Mr. Swann is co-owner of the Pittsburgh Power, an Arena Football League team, and previously sat on the board of directors of the H.J. Heinz Company. He currently serves on the boards of Fluor Corporation, Hershey Entertainment and Resorts and Caesar’s Entertainment. He also is an independent marketer and financial advisor.