2015 Operations Managers Conference

Effective Management through Teamwork and Leadership

January 20 - 21, 2015

Holiday Inn
441 Electronics Parkway
Liverpool, New York 13088

Conference: January 20
Farm Tour: January 21

Northeast Dairy Producers Association, Inc.
## Conference Schedule

### January 20, 2015

<table>
<thead>
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<th>Time</th>
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| 8:00 a.m. | Registration  
Exhibits Open                                                   |
| 8:45 a.m. | Welcome                                                                |
| 9:00 a.m. | Increasing Employee Engagement: Getting the Best Through Understanding Your Organizational Climate  
Rodney Jackson, PeopleFirst                                    |
| 10:00 a.m. | The Positive Power of Servant Leadership  
Tom Thibodeau, Viterbo University                                  |
| 10:45 a.m. | Break  
Exhibits Open                                                         |
| 11:15 a.m. | Human Resource Management Breakout Sessions                           |
| 12:00 p.m. | Lunch  
Exhibits Open                                                        |
| 1:00 p.m.  | Human Resource Management Breakout Sessions                           |
| 1:55 p.m.  | Technical Breakout Sessions                                           |
| 2:50 p.m.  | Technical Breakout Sessions                                           |
| 3:35 p.m.  | Break  
Exhibits Open                                                        |
| 4:00 p.m.  | Communicating for Results  
Jennifer Voss, The Voss Group (moderator)  
Jordan Matthews, Rosy-Lane Holsteins LLC, Mark Thomas, Dairy Health and Management Services, and Dave Rockwell, Cargill Feed and Nutrition (panelists) |
| 5:30 p.m.  | Evening Dinner Reception                                               |
| 7:00 p.m.  | Informal Discussions with Speakers                                    |

### January 21, 2015

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<th>Time</th>
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| 7:00 a.m. | Breakfast on your own  
Travel to farm                                                            |
| 8:00 a.m. | Tour and Interaction with Dairy and Field Crops Teams  
Lawnhurst Farms, Stanley, New York                                       |
Increasing Employee Engagement: Getting the Best Through Understanding Your Organizational Climate

Mr. Rodney Jackson, PeopleFirst
9:00 a.m.
Research and our own experience shows that profitability of your business is significantly impacted by how engaged your employees connect to the enterprise. In fact, organizations that have measured organizational climate and engagement have on average 21% higher levels of productivity than those with disengaged employees. They also have lower turnover of employees, lower absenteeism, and fewer safety incidents. Understanding and measuring your organizational climate allows you to see how you are doing today and develop specific behaviors and practices to create a highly effective organization that gets results. In this session, we will discuss the research on engagement, methods of measuring it, and how leaders lead their businesses to a more fulfilling and productive climate.

The Positive Power of Servant Leadership

Mr. Tom Thibodeau, Viterbo University
10:00 a.m.
Servant Leadership is an idea whose time has come not because it is new but because it is true. In this presentation, Tom will demonstrate how servant leaders produce results through engagement, empowerment and ethical leadership. We are all dependent on the good service of others.

Communicating for Results

Moderator: Ms. Jennifer Voss, The Voss Group
Panelists: Mr. Jordan Matthews, Rosy-Lane Holsteins, LLC; Dr. Mark Thomas, Dairy Health and Management Services; Dave Rockwell, Cargill Feed and Nutrition
4:00 p.m.
Jennifer will discuss ways of improving communication in your business including: establishing farm culture, effective meetings, giving and receiving feedback, and practical effective communication techniques. She will also facilitate a panel discussion with industry professionals on improving communication.

Human Resource Management Breakout Sessions

Using Key Production and Financial Measures to Manage Farm Activities

Dr. Tom Fuhrmann, Dairy Works Management System
11:15 a.m. and 1:00 p.m.
Day to day operations managers must monitor the pulse of their enterprises. They do this by a combination of observing work and workers, and by evaluating select data points. Key Performance Indicators (KPI’s) are a set of critical numbers, collected from each area or department of the dairy on a frequent basis, that indicate general performance of workers and animals. We will discuss how to establish and use KPI’s to improve performance on a dairy.
Knowing Your Employees and Matching Their Responsibilities with Their Strengths and Interests

Mr. Rodney Jackson, PeopleFirst

11:15 a.m. and 1:00 p.m.

When leaders are asked, “How effective are you at giving ongoing feedback and coaching to develop your employees”, they often rate themselves significantly higher than when you ask the employees of the same leaders, “How effective is my manager in giving me ongoing feedback and coaching that helps me develop?” Let’s face it. Many of us were trained to run a farm or dairy, so we are good with the crops and the animals. Yet, it’s the people who provide us the greatest challenge and complexity. As our businesses get more complex and we are faced with more regulation and competition, keeping good employees gets more challenging. In this session, you will learn to get more out of your employees through better communication of what you expect from the job, hear the employee’s thoughts and interest, and enjoy a more fulfilled workforce. We will share some simple tools of assessing the needs of a job, assessing current talent, and holding better conversations to ensure fit and fulfillment.

Challenges and Benefits of Diversity in Teams

Dr. Larry Van De Valk, LEAD New York

11:15 a.m. and 1:00 p.m.

Some managers assume that assembling a group of people together automatically leads to a well-functioning team. Others believe diversity is an automatic benefit to team performance. Both of these assumptions can be dangerous. Forming and managing high-performance teams requires intentional effort. This workshop will present some of the factors managers may wish to consider related to team performance.

Transitioning from Employee to Manager to Owner

Mr. Jordan Matthews, Rosy-Lane Holsteins LLC

11:15 a.m. and 1:00 p.m.

The transition from employee to manager to owner can be a tough road to navigate. During this session Jordan Matthews will discuss his path from employee to owner. He will describe who he was as an employee and how he saw the workplace. Jordan will then discuss how communication and getting to know your employees plays a key role in being a successful manager and owner. Lastly, he will discuss how setting goals, developing processes to meet goals, and celebrating when goals are met has been important to success at Rosy-Lane Holsteins.

Building Effective Cross Cultural Work Teams

Ms. Mary Jo Dudley, Cornell Farmworker Program

11:15 a.m. and 1:00 p.m.

Communication can best be defined as the message received, not the message sent. This session will include examples of common misunderstandings as well as successes related to workplace communication on dairy farms. Participants will learn strategies to improve cross cultural communication; how to address areas of conflict; and recommendations of best practices for cross cultural dairy team building. Participants will receive practical bilingual resources for implementation based on research with 125 farmworkers and 29 NYS dairy farm owners/managers.
Understanding Cow Signals and Their Importance in Management

Mr. Collin McCarthy, Hatfield Farm

1:55 p.m. and 2:50 p.m.

Technology is allowing farmers to collect increasing amounts of data about their cows. Cow management decisions are more data driven than ever. The need to understand and monitor cow behavior remains vital to making good decisions for the benefit of the cows and the farm. This session will provide an overview of behavior, disease, and production information and what it might tell you about your barn and management.

Technology on the Dairy - Capturing the Value

Dr. Mark Thomas, Dairy Health and Management Services

1:55 p.m. and 2:50 p.m.

Modern dairy farms are sophisticated operations with a host of hardware and software in place to keep operations running smoothly. Within these systems, a large amount of data is captured but often under utilized. The information may be used to monitor simple processes but is seldom analyzed to the full extent in order to capture greater value. The process of capturing and analyzing additional data is often seen as a burden with minimal return. However, standardization of data capture with minimal additional labor and the routine, systematic analysis of these data can provide considerable value to the dairy operation. Data integrity is a key component of a successful system. The end result of this process will be creation of an effective data management tool that will allow for more accurate internal benchmarking and a structured approach to decision making on the dairy.

Parlors - Typical Intervals for Maintenance and Improved Numbers Game

Dr. Rick Watters, Quality Milk Production Services

1:55 p.m. and 2:50 p.m.

The major costs of operating a milking parlor lie in the capital investment of the parlor and the labor used to operate the parlor. Parlor efficiencies and equipment maintenance are two key components that keep the milking center operating on a routine schedule. Spreading out the costs of the parlor and the labor used to operate the parlor can be done by improving parlor efficiencies. Parlor efficiencies can be analyzed in terms of hundredweights shipped per milker, pounds of milk harvested per stall and cows milked per hour to name a few. Equipment maintenance has changed from making emergency calls for equipment repairs to routine scheduled service on a monthly basis. Timing has everything to do with parlor efficiencies and equipment maintenance.

Using Partial Budgets to Propose Change

Mr. Jason Karszes, Cornell University PRO-DAIRY Program

1:55 p.m. and 2:50 p.m.

Every day on dairy farms, there are opportunities to make changes in how things are done, what inputs are used, and how profits are invested. How do you propose making a change to the owners and other management personnel on the farm? Partial budgets are a key management tool that are utilized to identify the financial impacts from making a change. This session will help you prepare different types of partial budgets, identify the strengths and limitations of them, and look at how they can be used to propose change on the farm.
Technical Breakout Sessions (continued)

Training Equipment Operators

*Mr. Dave Rockwell, Cargill Feed and Nutrition*

1:55 p.m. and 2:50 p.m.

Proper and safe equipment operation is critical for employee safety and equipment performance. Dave will present the approach that is taken to train new equipment operators within Cargill, focusing both on proper equipment operation along with building a culture of safety for everything that the employees do. How they are trained, how performance is monitored and reviewed and how training is updated will be covered.

Can the NY Dairy Industry Avoid a Winter Spreading Ban?

*Mr. Karl Czymmek, Cornell University PRO-DAIRY Program*

1:55 p.m.

Karl Czymmek will discuss the challenging weather conditions of winter and spring of 2014, the widespread manure runoff events that occurred, conversations with dairy farmers, regulators and policy makers, various options under consideration and where do we go from here.

Use of Technology in Cropping

*Mr. Todd Dumond, Du Mond Ag LLC*

2:50 p.m.

Application of precision agriculture to the crop farming operation at DuMond Ag LLC has led to greater efficiencies and performance. What technologies have been adapted, such as field mapping, yield monitoring, and variable application rates, what benefits have been achieved, and what new things are being adopted will be highlighted, along with discussion about techniques and technologies that are being under utilized and that dairy producers could benefit from.

Farm Tour

**Lawnhurst Farms**

Lawnhurst Farms, owned by Don Jensen and Family, is a multi-generational dairy farm that was started in 1925. Currently, the farm has approximately 1,500 milking and dry animals, with another 1200 young stock being raised on the farm.

The herd currently has a 26,800 pound rolling herd average on 3 times milking, no rBST, with an average SCC of 200,000 or lower. Milk meters, activity monitors, and sort gates are utilized to monitor the herd, manage the reproductive program, improve cow handling, and minimize cow movement between groups. Cows are bedded every other day with separated dried manure solids that come from a digester. Wet calves are fed in a calf barn utilizing automatic calf feeders that was built in 2009.

The farm has 2100 tillable acres, where 900 acres of alfalfa hay, 1000 acres of corn silage, and 200 acres of grain are grown. Scales are utilized to monitor yields and weigh all purchased commodities. Seventy-five percent of the manure is applied utilizing a dragline system.

Much of the success of Lawnhurst is attributed to quality and dedication of the employees. The workforce is comprised of 20 full-time personnel, evenly split between local and Hispanic, along with three key family members. Four of the key employees have been with Lawnhurst from 12 to 30+ years.
Speaker Biographies

Mr. Rodney Jackson
PeopleFirst
Rodney Jackson brings over 20 years of experience in the field of Organizational Development. In 2006, Rodney formed The Caleb Consulting Group, LLC, which has been profitable each year since inception. He also currently serves as a Sr. Consultant for leaders in the animal science industry through PeopleFirst, a division of Zoetis, and a Sr. Consultant with Baron Center, where he provides coaching and leadership development. Rodney has designed and implemented several assessment tools; climate surveys, organizational assessments, structured interview guides, and 360-Feedback. Rodney is highly skilled in partnering with clients to take what is learned through these tools and developing solid communication and action plans. As a professional facilitator and coach, he consults in strategic alignment, change management, team development, coaching, conflict management, and performance management. His human resources experience includes mergers and acquisitions, restructuring, building performance management and 360-feedback systems, and operating as a full business partner with internal clients.

Mr. Tom Thibodeau
Viterbo University
Tom Thibodeau is the Director of the Master’s Program in Servant Leadership which is the only master’s degree of its kind in the US. Tom is a 31 year veteran of the Viterbo community and is engaged in the work of building servant communities. Tom and his wife Pricilla have three grown daughters and are part owners of a country tavern.

Ms. Jennifer Voss
The Voss Group
Jennifer Voss is a management consultant who works predominantly with farms on management succession, team building, effective communication and business operating rhythm. Jennifer has been consulting with farms and farm families for the past 8 years. Prior to that, she was an executive at GE. Jennifer is an engineer by training who spent the majority of her nearly 20 year career at GE developing people and leading teams. Her current passion is taking the effective tools from big business and making them applicable to commercial farms, helping families to communicate better and farms to operate more effectively.

Mr. Karl Czymmek
Cornell University, PRO-DAIRY Program
Karl Czymmek is a staff member of the PRO-DAIRY Program and key collaborator with the Nutrient Management Spear Program at Cornell University with statewide extension responsibilities in the area of nutrient management for field crops with particular emphasis on CAFO issues. Prior to joining Cornell University, he has experience working on farms and in the private and public sectors. Karl works with producers, public and private planners, researchers and state and federal agency staff to help examine the confluence of farming, regulations and science and implement practical solutions that enhance farm production and sustainability. He has provided leadership toward the development of the NY P and N indices and development of a system that links the CNMP with NRCS standards and Land Grant Guidelines. Karl holds a BS degree from Cornell University majoring in Agronomy and a JD (Juris Doctor) degree from University of Buffalo School of Law, and was admitted to the NY Bar in 1994.
Ms. Mary Jo Dudley
Cornell Farmworker Program
Mary Jo Dudley is the Director of the Cornell Farmworker Program and a faculty member in the Department of Development Sociology. As director of the Program her work focuses on improving the living and working conditions of farmworkers and their families. The program conducts research that examines the contributions of farmworkers to the economic and social fabric of New York State. This research provides guidance for the development of materials and activities (primarily Spanish-language on-farm workshops) that address farmworkers concerns on topics related to health, safety, language, cultural, and immigration issues. She also directs a research/action project on improving workplace relations and communications on dairy farms. She is bilingual and the author of numerous publications including “The Yogurt Boom, Job Creation, and the Role of Dairy Farmworkers in the Finger Lakes Regional Economy”.

Mr. Todd Dumond
Du Mond Ag LLC
Du Mond Ag LLC is a second-generation farm owned and operated by Eric, Marjorie and Todd Du Mond. Located in the heart of the Finger Lakes the farm produces corn and soybeans. The farm's mission is to “Challenge, Provide, Lead and Feed”. Their shared belief is that agriculture is this country’s most vital resource and with that comes a commitment to maintain a viable and exciting farm enterprise.

Dr. Tom Fuhrmann
Dairy Works Management System
Tom started DairyWorks as an outgrowth of his veterinary consulting practice. He sees dairies growing larger, becoming efficient, productive and profitable businesses. Just like any growing business, dairy owners and managers benefit from programs to organize and train their employees. Through DairyWorks, Tom teaches, trains, consults and troubleshoots production management issues for dairy producers and their employees.

Tom is a dairy cattle veterinarian; a practitioner with over 25 years of experience working exclusively with dairy herds. Born and raised on a Wisconsin dairy, Tom dedicated his veterinary career to the dairy industry and dairy cows. Tom understands the job and “connects” with herdsmen, dairy owners, managers and workers. Having worked with some of the largest and highest producing dairies in the U.S. and around the world, Tom knows what it takes to be successful. Years of hands-on cowside experience have taught Tom about practical application. He can explain principles and facts and demonstrate how to put these into practice for better results. Through DairyWorks, Tom brings years of experience and a passion for results to help producers improve management on dairies.

Mr. Jason Karszes
Cornell University, PRO-DAIRY Program
As a senior extension associate with the PRO-DAIRY Program at Cornell University, Jason works with 80 to 100 dairy producers a year, focusing on education and research around annual business performance, budgeting, decision making, and goal setting to improve business performance. He also coordinates activities across the state for Cornell University’s Dairy Farm Business Summary and Analysis Program, business discussion groups, and activity cost analysis projects. With a focus on management education, he coordinates the Cornell Dairy Executive Program and works closely with the Academy for Dairy Executives Program in New York.
Mr. Jordan Matthews  
*Rosy-Lane Holsteins LLC*  
Jordan is a Partner and Operations Manager at Rosy-Lane Holsteins, LLC in Watertown, WI. Jordan describes himself as a city kid that got inspired and decided to head for the country and seek a career in dairy farming. His passion for dairy started by chance in high school, further developed in college at the University of Wisconsin-Madison, and upon graduation in 2009 his career in the dairy industry began. His dream of becoming a dairy owner became a reality in January 2013 when he joined the ownership team at Rosy-Lane.

Mr. Collin McCarthy  
*Hatfield Farm*  
Collin McCarthy is a general manager of Hatfield Dairy. Hatfield's is a 200 cow robotic milking system dairy in Scipio NY. In addition to extensive herd management experience, Collin has been involved in dairy research and education in his roles at Spruce Haven Research Farm and Cornell Cooperative Extension. Collin is a graduate of Cornell University where he was a Dairy Fellow.

Mr. Dave Rockwell  
*Cargill Feed and Nutrition*  
Dave Rockwell is a Regional Operations Manager for Cargill Feed and Nutrition supporting feed mill operations for seven feed mills in western New York and western Pennsylvania. He has been involved with five different feed or pet food companies since 1978, the last 12 years with Cargill. He currently lives in Spencerport, NY.

Dr. Mark Thomas  
*Dairy Health and Management Services*  
Dr. Mark Thomas is a consulting veterinarian with Dairy Health & Management Services in Lowville, New York. He earned a Bachelor's of Science in Animal Science at Cornell University and continued his education at the College of Veterinary Medicine where he earned a Doctor of Veterinary Medicine (DVM) degree in 1997. In 2001 he completed the Penn State Dairy Production Medicine Certificate Program. He is a diplomate of the American Board of Veterinary Practitioners (ABVP) certified in dairy practice.

Following graduation Dr. Thomas entered clinical practice at Countryside Veterinary Clinic, LLP in northern New York. He is currently a partner in the practice which has 18 veterinarians serving large and small animal clients. In early 2012 he joined other colleagues and founded Dairy Health & Management Services (DHMS) to provide decision-based consulting to dairy clients within the USA and internationally.

Within practice Dr. Thomas’ main focus is production and preventative medicine. In addition to routine veterinary care, Dr. Thomas provides consulting services in the areas of nutrition, reproduction, milk quality (certified milking equipment technician), facility design and replacement rearing both within the USA and internationally. He speaks Spanish and provides bilingual training programs. Outside of practice, Dr. Thomas enjoys lecturing at meetings and is also active in teaching through the Cornell PRO-DAIRY program, the Summer Dairy Institute at Cornell, the Cornell-China Dairy Institute.
Speaker Biographies (continued)

Dr. Larry Van De Valk
LEAD New York
Larry is Executive Director of the Empire State Food and Agricultural Leadership Institute, or LEAD New York, a leadership development program for adult professionals in the food, agricultural and natural resource industries. Van De Valk is also a Senior Extension Associate in the Community and Regional Development Institute (CaRDI), part of the Department of Development Sociology at the College of Agriculture and Life Sciences at Cornell University. Larry earned a PhD in Adult and Extension Education, MA in Teaching and BS in Agricultural & Biological Engineering, all from Cornell, as well as an AAS in Forestry from Paul Smiths College. He has published several articles in refereed journals, and his research interests are in the areas of leadership development theory, program evaluation, and the social capital building effect of leadership development initiatives. Larry is the recipient of the State University of New York Chancellor’s Award for Excellence in Professional Service and the International Association of Programs for Agricultural Leaders Outstanding Leadership Program Director Award.

Dr. Rick Watters
Quality Milk Production Services
Dr. Rick Watters received his PhD from Cornell University and his MS degree from University of Wisconsin-Madison. His research at Cornell centered on milking methodologies, milk fractions and oxytocin profiles in Holstein cows milked 3x a day. Currently Dr. Watters provides leadership for Geneseo Quality Milk Promotion Services Lab.
2015 Operations Managers Conference
January 20 - 21, 2015
Liverpool/Syracuse, NY

CONFERENCE SPONSORS

PLATINUM LEVEL

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Agricultural Consulting Services
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Cargill Animal Nutrition
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Dupont Pioneer
EnviTech Biogas USA

BRONZE LEVEL

Elanco Animal Health
Genex Cooperative

Be sure to visit the sponsor exhibits during the conference!

prodairy.cals.cornell.edu/OMC
**2015 Operations Managers Conference**  
January 20 - 21, 2015  
Liverpool/Syracuse, NY

**Registration Fees**

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**How to Register**

**Online with Credit Card Payment**
Visit [www.prodairy.cals.cornell.edu/OMC](http://www.prodairy.cals.cornell.edu/OMC). To receive the reduced rates (if applicable), be sure to select the appropriate group on the first page of online registration. Each person registering must use their own separate email address (required). *Members of the same company or farm may not register online using the same email address.*

**By Mail with Check Payment**
To pay by check, complete the registration form on the following page (one form per person). Return with check (payable to Cornell University) to Operations Managers Conference, 272 Morrison Hall, Ithaca, NY 14853.

**Refund Policy**
A full refund of the registration fee paid will be given if notification is provided 1 week or more prior to the first day of the conference. Cancellations less than 1 week before the conference starts will receive a refund at conference staff discretion. Refunds will not be given to participants who register for the conference but do not attend. Refunds will be returned according to original payment method and process. Substitutions of attendees are permitted but must be approved by the conference coordinator.

**Accommodations**

Holiday Inn Liverpool/Syracuse  
441 Electronics Parkway  
Liverpool/East Syracuse, New York 13088  
(315) 457-1122  
[www.staysyracuse.com](http://www.staysyracuse.com)

The Holiday Inn Syracuse / Liverpool Airport Hotel has recently finished a complete transformation, now boasting 30,000 sq. ft. of new and renovated function space along with a modern lobby, dining room, lounge, indoor pool, and guestrooms. Whether you’re enjoying our double sided fireplace or cheering on your favorite team watching our new 32” HDTV’s, we’re sure you’ll enjoy the new look of the Holiday Inn Syracuse Liverpool. Conveniently located across the street from the NYS Thruway (I-90) toll booth and one mile from I-81 in Syracuse, the Holiday Inn Syracuse/Liverpool is a must-see.

**Reservations**
Conference Rate: $114  
Group Name: Operations Managers Conference  
Group Code: OPR  
Deadline: December 20, 2014

**Parking**
Unlimited free parking is available for conference attendees and hotel guests. Detailed driving directions are available on the hotel website. Complimentary transportation is available from the Syracuse Hancock International Airport.

**Questions?**
Contact Heather Darrow, Conference Coordinator, at hh96@cornell.edu or (607) 255-4478.

[prodairy.cals.cornell.edu/OMC](http://prodairy.cals.cornell.edu/OMC)
ATTENDEE INFORMATION

Name: ___________________________ Organization: ___________________________

Business Address: ___________________________

City: __________ State/Prov.: ______ Zip/Postal Code: __________ Country: __________

Phone: __________ E-mail: __________ CC E-mail: __________

The email address entered above should be the one used by the individual being registered. If you are completing this form on behalf of the registrant and would like to be copied on the confirmation email, enter your email address in the CC email field.

Special dietary requirements:

DAIRY IMPACT INFORMATION

Please answer one of the following questions in order to help gauge our outreach effort:

If you are a dairy producer/employee or calf/heifer raiser:
Total number of cows (milking and dry): __________ Total number of heifers raised: __________
How many members from your farm, including yourself, are attending this event? __________

If you are an agriservice professional (veterinarian, nutritionist, sales, milk co-op, technical support, etc.):
Approximately how many milk cows are represented by the customers you serve? __________

Other attendees: □ Agriservice not working directly with producers □ Extension □ University □ Government □ Media/Marketing □ Student

SESSION SELECTION

Select the sessions you will most likely attend during each time period (one per time period):

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Will you attend...

□ Stations Dinner Reception □ Tour at Lawnhurst Farms on January 21

REGISTRATION FEES

Please circle the appropriate fee below.

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Please make checks payable to Cornell University.

Register online at prodairy.cals.cornell.edu/OMC