

CHS[®]

The logo features the letters 'CHS' in a white, serif font. A thick, white, curved swoosh underline starts under the 'C', goes under the 'H' and 'S', and then curves back up under the 'S'. A small registered trademark symbol (®) is located to the upper right of the 'S'.



CHS Center for Cooperative Growth

Jessica Lamker
CHS Inc.

CHS CENTER FOR COOPERATIVE GROWTH

The CHS Center for Cooperative Growth is the knowledge and information platform that allows the cooperative community to make superior business decisions.

- **Business objectives:**
 - **Develop a stronger, more unified cooperative system for the future**
 - **Continually advance and redefine the cooperative system**
 - **Provide ideas and knowledge that maximize profits sent back to rural America**



TARGET AUDIENCE

Primary

- Local Cooperative Directors
- Local Cooperative Managers and CEO's
- CHS Employees

Secondary Audience

Influencers: Academics, State Councils, Government, Lenders



FEATURED THOUGHT LEADERS

- Academic
- CHS Perspective
- Producer
- New Generation or General Manager

Equity Management Experts



Dr. Michael Boland, Professor of Agricultural Economics, University of Minnesota, St. Paul



Lynden Johnson, Executive Vice President, Business Solutions, CHS Inc., Inver Grove Heights, Minn.



Theresia Gillie, Co-owner, Gillie Grain, Hallock, Minn.



Tim Clemens, General Manager, Greenway, Rochester, Minn.

Board Alignment Experts



Dr. Phil Kenel, Professor and Bill Fitzwater Chair, Department of Agricultural Economics, Oklahoma State University



Joel Ebbertt, Executive Consultant – Strategic Alignment, CHS Inc., Inver Grove Heights, Minn.



Harlan Klein, Board Chair, Southwest Grain, Dickinson, N.D.



Joe Zumwalt, Board Chair, Ursa Farmers Cooperative, Ursa, Ill.

Cooperative Model Experts



Anne Reynolds, Assistant Director, University of Wisconsin Center for Cooperatives



David Bielenberg, Chairman of the Board, CHS Inc.



Kent Prickett, Vice President and General Manager, Farmers Grain Company, Pond Creek, Okla.



Doug Luther, Board Member, CHS Agri Service Center, Holdrege, Neb.

Succession Planning Experts



Gregory McKee, Director, Quentin Burdick Center for Cooperatives, North Dakota State University



Donald Schreiber – JD, CLU, ChFC, Director, Advanced Consulting Group, Land As Your Legacy® Program Nationwide Insurance, Columbus, Ohio



Stan Hanson, Board Chair, CHS Eastern Farmers, Brandon, S.D.



Dave Williams, General Manager, Agland Cooperative, Wolf Point, Mont.



CHS Center for Cooperative Growth

LATEST TREND



Safety and Community Collaboration: Four Perspectives



"Requires partnership."

Dirk Maier
Kansas State University



"Take a leadership role."

Pete Mutschler and Mark Daniels
CHS



"Awareness is key."

Cody and Bryan Jorgensen
Jorgensen Land and Cattle



"Be proactive."

Kevin Still
Co-Alliance, LLP

Visit chscenterforcooperativegrowth.com

for valuable tools and insights on safety



WEBSITE TOOLS

- Visit CHSCenterforCooperativeGrowth.com for these and more...



CHS This white paper is available through CHS Center for Cooperative Growth. www.chscenterforgrowth.com an initiative that gathers and shares diverse viewpoints from agribusinesses, independent agricultural producers, academia and other leaders to foster greater success among America's cooperatives.

SUCCESSION PLANNING FOR THE COOPERATIVE CHIEF EXECUTIVE

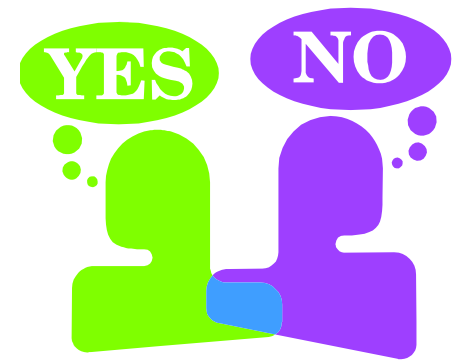
By: Dr. Gregory McKee, Director, Quentin Bardick Center for Cooperatives, Department of Agribusiness and Applied Economics, North Dakota State University

Introduction

The chief executive officer (CEO) is key to the success of a cooperative business. These individuals manage a complex set of objectives, balancing returns at both the corporate and member levels. Their decisions are key to the firm's financial success and they frame the cooperative's unique culture. The selection of the CEO has far-reaching consequences and is one of the most important duties of the board of directors.

A substantial percentage of the senior leadership of U.S. agricultural cooperatives was born between 1952 and 1958 and they are members of the "Baby Boom" generation. A recent study by the Center for Cooperative Growth (CHS) found that 75% of the senior management have conducted a formal succession plan for the cooperative. However, only 25% of the respondents have a formal plan for the CEO. This paper presents a successful succession plan for the cooperative CEO. It includes a list of characteristics desired for the CEO, aligning CEO succession with business goals and assuring that a pool of qualified candidates exists. A successful plan delivers one or more viable candidates when the cooperative needs them. It may include lists of important search procedures and of core competencies required for planning to meet the strategic needs of the company. A successful succession plan must include a formal plan for the CEO. This includes the CEO's role in the cooperative, the CEO's responsibilities, and the CEO's compensation. This paper presents a successful succession plan for the cooperative CEO. It includes a list of characteristics desired for the CEO, aligning CEO succession with business goals and assuring that a pool of qualified candidates exists. A successful plan delivers one or more viable candidates when the cooperative needs them. It may include lists of important search procedures and of core competencies required for planning to meet the strategic needs of the company. A successful succession plan must include a formal plan for the CEO. This includes the CEO's role in the cooperative, the CEO's responsibilities, and the CEO's compensation.

Boardroom discussion guides



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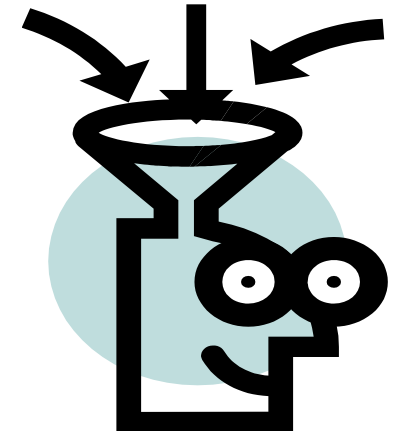
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