



Volume 10: Issue 2
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Annual Business
Conference Issue



PROFESSIONAL
DAIRY
PRODUCERS OF
WISCONSIN
1-800-WIS-PDPW

Dairy's Bottom Line

Solving the Profit Puzzle

Join dairy producers and other industry leaders at dairy's premier event – the Professional Dairy Producers of Wisconsin Annual Business Conference. This unparalleled event will provide high energy, dynamic speakers with an abundance of timely information you can't find anywhere else.

Be sure to attend the PDPW Annual Business Conference, March 11-12, in the Exhibition Hall at the Alliant Energy Center in Madison as we're "Solving the Profit Puzzle".

When you check out the complete conference agenda, you'll see that this conference is stacked with unique and diverse sessions. You're sure to find the resources you need. The depth and variety of topics, speakers and networking opportunities are unmatched in the industry.

As the most engaging business event of the year, the Annual Business Conference will showcase top-notch keynote speakers, including Captain Scott O'Grady, an American hero who will share his incredible true-life struggle to survive in the hostile territory of war-torn Bosnia.

Other conference highlights include a never-before-seen animal welfare session featuring a panel with diverse perspectives on this important topic, a powerful economics session focusing

on global influencers and dairy's changing dynamics, multiple unique producer panels and so many specialty sessions you won't know which one to attend first.

Along with an incredible line-up of producer-selected speakers, the Annual Business Conference features the Hall of Ideas tradeshow. The Hall of Ideas is where dairy producers will find new ideas, innovative solutions and the latest technologies from industry's preferred supplies.

The Annual Business Conference is a challenging and engaging two-day program that satisfies even the sharpest dairy enthusiast with its depth and breadth of information. It sets the industry standard for educational programming and industry events with its innovative structure and dynamic content.

You'll leave the Annual Business Conference ready for the fast-pace of today's business world. This conference will help you customize your business, reach professional goals and frame the way you expand your bottom line...selecting the right piece and making the next move.

The PDPW Annual Business Conference:

- Offers the very best international and national resources
- Delivers up-to-the-min-

ute information directly from the experts

- Brings together dairy producers from coast-to-coast
- Engages the entire dairy industry
- Provides priceless networking opportunities
- Showcases the latest ideas and solutions in the Hall of Ideas tradeshow
- Challenges the best and the brightest in the dairy industry

2008 PDPW Annual Business Conference Keynote Speakers:

- Framing Dairy's Picture of Animal Welfare - Expert Panel with Gene Baur, Dr. Temple Grandin, Kevin Murphy and Patti Strand
- Leverage Your Power – A Lesson from Southwest Airlines - Kay Caldwell, business coach and consultant, former Southwest Airlines leader
- Unravel the Tangled Web of Global Influencers and Understand Dairy's Changing Dynamics - Matt McKnight, U.S. Dairy Export Council

• Discovering the Power Piece - Captain Scott O'Grady, Air Force fighter pilot who survived the unthinkable

Find Answers to Your Puzzle in the Specialty Sessions:

- Producer and industry panels share experiences and ideas
 - World-renowned researchers deliver the latest solutions
 - Industry experts relay up-to-the-minute information
- TURN THE PAGE TO LEARN MORE!



Connecting you to world-renowned experts and the close-to-home resources – true PDPW style!

Sharing ideas, solutions, resources and experiences that help dairy producers succeed.

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Dust Off That Piggy Bank...

The PDPW Education Foundation is holding a live and silent auction at the Annual Business Conference. Live auction items include:

- Registered Jersey Calf, *donated by Alto Dairy Cooperative, Cooperative Plus, Inc., Land O' Lakes Cows Match Jersey Blend, Wisconsin Jersey Breeders Association, Wisconsin Junior Jersey Breeders Association and Wisconsin Soybean Program*

- WestfaliaSurge Rotating Cow Brush, *donated by WestfaliaSurge, Inc.*

- Profit Puzzle Quilt, *donated by Karla Zimmerman*

- 10-person Pheasant Hunt, *donated by Diamond V Mills, Inc.*

- Family-sized Gift Certificate to Kalahari Waterpark Resort, *donated by ARM & HAMMER Animal Nutrition*

- 6-person Charter Lake Michigan Fishing Trip, *donated by Land O'Lakes, Inc.*

- Alliant Energy Suite in Veterans Memorial Coliseum during World Dairy Expo 2008, *donated by the Alliant Energy Center*



Don't miss the opportunity to purchase this beautiful quilt. Created specially for the PDPW Annual Business Conference by quilting extraordinaire and farmwife Karla Zimmerman of Fox Lake, Wis., this quilt is a must have in any home. Come see this and all of the auction items at the Alliant Energy Center in Madison, March 11-12.

Many valuable and one-of-a-kind items will be on the silent auction. Highlights include: Green Bay Packer Ticket packages, dairy prints from premier artists, weekend get-aways, hard-to-find memorabilia, unique woodworking items and much more. A complete list is available online at www.pdpw.org.

The Live Auction will take place in the evening after the phenomenal keynote speaker on March 11. The Silent Auction will continue throughout the PDPW Annual Business Conference. All proceeds will benefit the PDPW Education Foundation, a charitable, tax-deductible organization.

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Solving The Profit Puzzle

2008 ANNUAL BUSINESS CONFERENCE

PROFESSIONAL DAIRY PRODUCERS OF WISCONSIN
MARCH 11 - 12, 2008 ■ ALLIANT ENERGY CENTER
MADISON, WISCONSIN



PDPW Annual Business Conference Schedule

Day 1 – Tuesday – March 11

9 A.M. HALL OF IDEAS

Around every corner of this extraordinary tradeshow, you'll find another profitability piece as you discover new technologies and products. Producers - this is the place to make the connection, capitalize on show specials, and converse with industry's preferred suppliers. Profit tips, new ideas and solutions are all at your fingertips. The Hall of Ideas will be open for you to build your profit picture during the entire conference.

** Milk is available in the Hall of Ideas throughout the conference. All you can drink!

Sponsored by Foremost Farms USA and Swiss Valley Farms, Co.

9:30–10:45 A.M. MORNING SESSIONS, (SELECT ONE)

1) Expert panel: Where to go, where to grow – This top-notch line-up of diverse producers share their stories of how they carefully plotted their next move before relocating a dairy. They will share their business strategies, business considerations, family factors and the moves that took them one-step closer to defining today's success. These leaders represent the mentality of pioneers and the diversity of our industry.

Dr. Gordie Jones is the managing partner of Central Sands Dairy. He also works for Quality Milk Sales as a production consulting specialist and a nutritionist for a consortium of large dairies, owning 12 herds with over 30,000 cows in Michigan, New Mexico and Indiana. Dr. Jones has consulted with dairy producers and veterinarians both across the U.S. and internationally.

Matt & Mandy Nunes, owners of Scientific Holsteins located near Chippewa Falls, Wis., milk 90 registered Holsteins and merchandize cattle and embryos. Both raised in California, the couple made their home in Oregon for seven years. The family then moved to Michigan in 1997, where Matt managed the herd at The Apple Farm, and in 2003, the Nunes family relocated to Wisconsin.

Mike Brown is the dairy economist for Glanbia Foods in Idaho. Glanbia Foods is the largest American-style cheese manufacturer in the United States and one of the largest whey ingredient producers. He's a milk marketing strategist who has traveled the country, and he will use his experience to share his perspective on where dairy should grow and where those with the passion for the business should be located.

Sponsored by Badgerland Farm Credit Services

2) Energy production: Is the competition for land and resources created by the ethanol industry an asset or a liability? Dermot Hayes from the Center for Agricultural and Rural Development at Iowa State University will challenge traditional thinking with his assessment of the risks and opportunities associated with renewable energy production. Expect to learn more about the drivers and

influencers that make buying and selling less of a guessing game.

3) Starch availability: From the cow's side – A world-renowned panel of industry experts tackle the rumen riddle by deciphering what the starch availability and the array of new tests mean to your cows and your bottom line. Mike Tassoul, Pat Hoffman and Dr. Randy Shaver, all from UW-Madison and UW-Extension, explain the ins and outs of commercially available starch digestibility assays, recent laboratory innovations that better predict the cow's starch utilization and how stored proteins in corn may impede the cow's ability to digest the starch. The panelists boil it all down to what it means to the cow, bulk tank weights and your checkbook.

4) Wisconsin's water quality draft rules: What they could mean to your manure handling practices – DNR is proposing revisions to the runoff management rules that affect every farm in the state. This session covers the proposed revisions to DNR's Runoff Management Rules and Impacts on Agriculture (NR-151). Learn about the proposed tillage setbacks, the establishment of a statewide phosphorus index, and modifications to the erosion and nutrient management performance standards. Other proposed changes include clarification of new or existing manure storage facilities. Dave Jelinski from DATCP and Russ Rasmussen from DNR discuss possible rules. Dennis Frame, UW Discovery Farms co-director, will moderate.

10:30-11:30 A.M. LUNCH

Taste a piece of success and fuel up for the next opportunity in the profit puzzle! Lunch will be served in the Hall of Ideas.

11:30 A.M. KICK-OFF

To kick-off the Annual Business Conference and get the puzzle "out of the box," enjoy a drum roll and the high-stepping enthusiasm of the UW Marching Band. This entertaining tribute appropriately harmonizes with PDPW's energy and dairy's passion. Complete with an honorable recognition of Old Glory and the national anthem, the band will leave you in harmony with yourself and warmed up for the event ahead. Emcee and former Secretary of Agriculture, Ben Brancel, makes the conference connect "session by session" and "piece by piece" as we discover dairy's new picture. He has walked in the shoes of a dairy producer, carried the messages of our industry at the government level and helped grow the dairy sector in the region and nation. You are sure to enjoy his humor and thoughtful commentary.

12:15 P.M. ANIMAL WELFARE

Framing dairy's picture on animal welfare: Panel of diverse perspectives on what YOU should do on your dairy – This session provides a multi-dimensional perspective on animal welfare, including presentations from

CONTINUED FROM PAGE 3

activists, the science community, a Washington D.C. insider and an industry communications professional.

Sponsored by Pfizer Animal Health

Gene Baur will share a very diverse perspective on animal rights and welfare. He is the co-founder and president of the Farm Sanctuary. He challenges not only how we operate, but also questions the values on which we base our decisions.

Patti Strand is also an activist. However, Strand and Baur are very polar in their views and efforts. She is President of the National Animal Interest Alliance (NAIA) and believes that a society like ours that depends on animals needs factual information about animal well-being.

Dr. Temple Grandin, Colorado State University, is known around the world as a friend of animals and has worked on the science side of animal behavior and well-being her entire career. In her presentation, she shares her insight into what is needed in the industry.

Kevin Murphy, owner of Food-Chain Communications, shares his views of how our industry has reacted to these issues in the past and what needs to be done differently if we are going to effectively operate in the future. He believes that agriculture needs to engage proactively and communicate strategically, not just exchange insults.

Chandler Goule brings nine years of Washington, D.C. experience with agriculture and trade policy. He is the staff director of the subcommittee on livestock, dairy and poultry. He supports Congressman Collin C. Peterson (D-MN) who is the Chairman of the House Agriculture Committee. Goule has a Master's in Political Management and Public Affairs from George Washington University.

Knowing what is happening beyond the farm gate is important. Listening and understanding another's view, even one that you disagree with, gives you knowledge and the ability to plan your next move.

2:30 P.M. SPECIAL INTRODUCTIONS**3-4 P.M. ICE CREAM**

Take a break in the Hall of Ideas.

Co-sponsored by Keller, Inc.

4-6:15 P.M. SPECIALTY SESSIONS

Select the breakout sessions that interest you most – attend two, one-hour sessions or spend the entire afternoon with our industry's preferred suppliers in the Hall of Ideas.

1) Immigration: Make the right match - This session provides the missing link on how to handle immigration issues. Learn from L. George Daniels, III, Executive Vice President of the FarmEmployers Labor Service, as he explains the Department of Homeland Security's efforts to revive the agency's Social Security Administration No-Match Letter Rule. Plus, hear how farmers across the country are dealing with this issue. (one-hour session)

2) Livestock Gross Margins - This federally re-ensured, newly approved dairy insurance program is the talk of the industry. Learn how it protects you from being caught between high inputs and a sudden market crash.

Hear the facts from one of the program's co-founders, Dermot Hayes from the Center for Agricultural and Rural Development at Iowa State University. (one-hour session)

3) Three things they have done right and three things they would do differently – One of PDPW's greatest assets to producers is the opportunity to learn from fellow dairy producers. This session provides the purest form of producer sharing as two dairymen reveal their favorite management practices, investments made, and ideas that they attribute to their business running smoothly. They also candidly share their business regrets.

Lloyd Holterman owns Rosy-Lane Holsteins, along with his wife, Daphne, and Tim Strobel of Watertown, Wis. They milk 750 cows three-times-a-day and run 1,200 acres of crops.

Dan Truttman and his wife, Shelly, own and operate Truttman Dairy LLC, a grass-based dairy located near New Glarus. They, along with Dan's father, Dwight, and a several part-time employees, milk 170 crossbred cows and operate 400 acres. (one-hour session)

Sponsored by IGENITY and Select Sires

4) Maintaining mental balance in a rapid paced business - Finding personal balance is an on-going process; life is a work in progress. Becky Wittig, M. Ed., CHES, business and community outreach coordinator with Mental Health America, links us to the process. In this interactive workshop, participants will: 1) gain a better understanding of mental health, 2) identify signs of stress and specific stressors, and 3) learn methods for a balanced life. (one-hour session)

5) Piecing together culture and communications while managing Hispanic and Anglo Employees – Workplace communication can be hard enough, but add language and cultural differences and things can get really interesting. This workshop focuses on the nature of communication and culture in the workplace and how you can build an effective multicultural team. Dr. Richard Stup, AgChoice Farm Credit, is responsible for educational programming in human resource management. (one-hour session)

6) Improving value and utilization of distillers' grain – It seems like the perfect storm with high feed costs and a growing renewable fuels industry. Extending your distillers' shelf life is key. This session covers how to leverage the advantages of available feed and properly preserve the products, alone or with other feed. Learn how dry matter and pH impacts your decisions and ultimately milk response. Presented by Alvaro Garcia, D.V.M., Ph.D. with South Dakota State University. (one-hour session)

7) Hall of Ideas - time with industry's preferred suppliers...and delicious cheese Sponsored by Wisconsin Cheese Makers Association

6:30 P.M. DINNER

Enjoy a delicious dinner and phenomenal keynote

CONTINUED FROM PAGE 4

speaker. Take in an once-in-a-lifetime experience and hear from a Cheesehead, winner and true leader!

8:30 P.M.-12 A.M. SOCIAL HOUR

Connect with friends and colleagues! Enjoy a cold beverage & relax – in the Hall of Ideas.

Sponsored by Fort Dodge Animal Health

Day 2 – Wednesday – March 12**7-8 A.M. BREAKFAST**

Breakfast will be served in the Hall of Ideas. This is another great time where industry and producers are together to share ideas and learn from one another.

8-10:15 A.M. SPECIALTY SESSIONS

Select the breakout sessions that interest you most – attend two, one-hour sessions, one, two-hour session or spend your morning interacting with our industry's preferred suppliers in the Hall of Ideas.

1) Management accounting connects you with the answers – This session turns you to the answer section of your personal puzzle. Dick Wittman showcases techniques and accounting systems that help you better understand changing cost structures and evaluate your financials. He is a director and past president of the Farm Financial Standards Council and a faculty member for TEPAP. (two-hour session)

2) Turning up production by icing heat stress – New research from a region that knows high temperatures will help you prevent the seasonal production dive associated with high mercury levels. Lance Baumgard, University of Arizona, shares the latest discoveries on how dietary changes may benefit both your pocketbook and your herd's health during hot weather. (one-hour session)

3) Stopping Salmonella before it walks away with your future – Salmonella can be a dead-end maze for even the best calf managers. Daryl Nydam, Ph.D., DVM, Cornell University, teaches you to outwit the sneakiest and fastest strains of Salmonella. (one-hour session) Sponsored by ANIMART

4) Selecting the right health coverage is like solving the Rubik's Cube – Learn the ins and outs of health insurance, gain insight into new options and flip through questions you should know before selecting health insurance. It's a snap with Cathy Mahaffey, a licensed insurance broker with the Farmers' Health Cooperative of Wisconsin. (one-hour session)

5) Developing middle managers by putting together all the right pieces – Middle managers don't just walk onto your farm, they are developed. Gary Ruegsegger, Stratford, Wis., and Doug Block, Pearl City, Ill., share how they select, train and grow high-performing, dependable team leaders on their dairies. (one-hour session)

6) Stepping through business succession planning – Sooner or later every dairy business changes owners. Planning today is one way to ensure your business sur-

vives. Through a lively and colorful presentation, George Twohig, agricultural attorney, will get you started in the process. You will leave the session with a clearer understanding of your options and how to protect your business' legacy. (one-hour session)

Sponsored by Badgerland Farm Credit Services

10:15-10:45 A.M. MORNING BREAK

Gather for ice cold milk and a "piece" of a tasty treat.

10:45-11:45 A.M. FINDING SUCCESS

Become the trump card and leverage your power: A lesson from Southwest Airlines – Kay Caldwell helped build the famous culture that has made Southwest Airlines into one of the top companies to work for in the world. In her 22 years with Southwest Airlines, Caldwell literally worked her way from the ground up with tours of duty in finance; customer relations; sales and revenue generation; and reservations call center operations. She conducted training programs that helped employees achieve success personally and professionally. Caldwell shares insight into building a business, a reputation and growing in a shrinking industry. The pieces shared here are for every dairy producer and professional interested in succeeding in the dairy business.

11:45 A.M.–12:45 P.M. BUSINESS MEETINGS

PDPW and PDPW Education Foundation annual business meetings – Hear board leadership updates on the organizations, learn of new initiatives, meet your new leaders and review financial information.

12:45-1:45 P.M. LUNCH

Lunch will be served in the Hall of Ideas.

1:45-2:45 P.M. DAIRY'S DYNAMICS

Unravel the tangled web of global influencers and understand dairy's changing dynamics – Vitality in the marketplace has never been more dynamic than today. Gas prices, global trade policies and growing demand for products, such as whey, all have an impact on your milk check, farm-gate delivery charges and the cost of each pound of dry matter your herd consumes. This session helps lock our sights on components that may push, pull or crash prices. While profitability isn't a one-jump move, understanding the economics makes the picture clearer. Matt McKnight, Vice President of Export Ingredient Marketing and Industry Affairs for the U.S. Dairy Export Council, takes us through this complex puzzle.

3 P.M. DISCOVERING THE POWER PIECE

An Air Force fighter pilot, Captain Scott O'Grady was shot down over Bosnia while helping to enforce the NATO no-fly zone in an F-16. Alone – facing death, capture and the elements – he discovered within himself the spirit to go on and rely on the skills learned during a lifetime of preparing for the unthinkable. From O'Grady's compelling life-and-death story, you will be inspired to view challenges differently, embrace change and discover success even under the most daunting and trying circumstances.

PDPW Annual Business Conference Registration

~ Solving the Profit Puzzle ~

Name _____

Business/Dairy Name _____

Address _____

City State Zip _____

Telephone Number _____ Email Address _____

Names of others attending with you _____

Conference Rates Per Person (two days)

Member \$175 X # attending = _____

Non-members \$250 X # attending = _____

Students* \$ 150 X # attending = _____

Name of School: _____

* Applies to full-time students from high school and secondary schools only

Single Day Rates Per Person

March 11 OR March 12 (please circle one)

Member \$100 X # attending = _____

Non-members \$175 X # attending = _____

Students* \$ 75 X # attending = _____

Name of School: _____

* Applies to full-time students from high school and secondary schools only

PDPW Membership - Please select a membership option if you would like to become a PDPW member or if you'd like to renew your membership.

_____ Producer Member – \$75

_____ Associate Individual Member – \$100

_____ Corporate Member – \$250

Credit Card Info: VISA or MASTERCARD (circle one) Card # _____

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* 3 Ways to REGISTER – online at www.pdpw.org; call 800-947-7379

or send your check to: PDPW, N5776 U.S. Hwy. 151, Suite 1 - Fond du Lac, WI 54937.

Registrations due March 3.

** \$20 charge for registrations received after March 3 or walk-ins

Professional Dairy Producers of Wisconsin

An Organization for Dairy Producers Like You

WHAT IS PDPW?

Professional Dairy Producers of Wisconsin (PDPW) is the largest producer-led dairy organization in the nation. PDPW has grown from our humble beginnings in 1992 when a small group of dairy producers saw a need for education and information that would help Wisconsin producers improve profitability.

Today we are a network with thousands of dairy businesses from throughout the nation who have the same passion for the future of the dairy industry. That passion helps us lead the success of the dairy industry through education.

WHO IS PDPW?

PDPW membership represents the gamut of dairy producers. Every type of dairy producer and every size operation is represented and welcomed in our membership. This breadth of our members is represented by the attendees at the PDPW Annual Business Conference, dairy's premier event. PDPW began as a Wisconsin-only organization.

Today we have grown to a network of thousands of producers and industry leaders covering the country. In fact, we have producer members from 15 states, representing dairies from coast-to-coast. These producers from across the nation seek business programming and resources only found at PDPW. We offer a wide variety of educational programming designed to meet your specific needs and present new, innovative information that is useful to you. One idea, solution and approach doesn't work for everyone – each is unique. We are dairy producers – just like you.

Different operations, unique businesses, one vision: to lead the success of the dairy industry. No matter the type of your dairy or the size of your herd, PDPW embraces the entire industry and lives its mission “to share ideas, solutions, resources and experiences that help dairy producers succeed.”

PDPW is all about connections. Connecting you with:

- Resources to improve and grow your business
- Advice and answers
- Other dairy producers who share the same experiences you do
 - Industry leaders and experts
 - World class scientists and researchers
 - The next generation of dairy producers who are excited about their role in the industry
 - Industry's preferred suppliers



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The choice is simple.



"My favorite part of the PDPW Annual Business Conference is the networking with other dairy producers and other dairy professionals in the Hall of Ideas.

The conference is a refreshing escape from our daily routine, and it is very uplifting to associate with positive people who share the same business challenges every day and when planning for the future."

~Randy Bonde, Bonde Acres Dairy, Newton, Wis.

Hispanic Employees: Be Sensitive To Cultural Hurdles in Communication

Peter's dairy was doing well. He'd expanded to 600 cows and hired several Hispanic employees to take care of most of the milking and cleaning. Their work ethic and dependability were unmatched. One in particular, Pedro, learned to feed cows and had a good handle on the English language. Peter relied on Pedro to interpret between English and Spanish speakers on the farm.

Peter was planning for his next expansion to 1,200 cows. He felt Pedro had earned the opportunity to step up, so six months ago, he'd asked him to supervise the other Hispanic employees. Pedro hesitated, but with a little

convincing and more pay, Peter got him to move into a manager role. That's when the problems started.

At first Pedro seemed to take to the job. While some of the employees Pedro supervised still came to Peter with questions, he was glad to be able to "keep his finger on the pulse." It wasn't long, however, before Pedro became very quiet; he almost seemed depressed. Then out of the blue, four of Peter's six regular milkers simply disappeared. No one knew where they'd gone. Peter was forced to put his expansion plans on hold.

What happened? Why did the other Hispanic workers react so strongly to Pedro's new supervisory role? The answer lies in the cultural interactions taking place – Peter's culture, the Hispanic workers' culture and the culture of this particular farm business, says Rich Stup, manager of AgChoice Farm Credit's Susquehanna Valley branch. Formerly, Stup was director of Penn State's Dairy Alliance program (a group of specialists who take on "hot" topics in the dairy industry). With a doctorate from Penn State in workforce education and development, one of Stup's specialties is human resource management.

Stup, who grew up on a dairy farm out East, was indoctrinated into Spanish when he spent some time in Puerto Rico. He's also tapped into a group of Hispanic graduate students as a resource and has become friends with a

good number of Hispanic dairy farm employees. Since 2001, Penn State has been holding conferences for producers in conjunction with Cornell University in New York to address this issue of Hispanic culture and communication on dairy farms. He'll soon be leaving the university to become a branch manager for AgChoice Farm Credit in Pennsylvania.

"Culture," notes Stup, is a word people toss around "without really thinking about what it means." He defines it as "the pattern of thinking, feeling and behaving that each of us learns from the people and environment in which were raised." Culture gives guidance about what's acceptable and expected in specific situations; it allows people to interact with one another efficiently and safely.

Further, much communication takes place above and beyond the meaning conveyed by words. Consider the following "contexts" of communication used quite unconsciously every day: Body language (eye contact, posture and such); tone of voice; choice of location for a conversation; use of time; priority or importance; and physical contact. Stup says dairy producers need to keep in mind that people from Hispanic cultures tend to read much more meaning into "context" than Americans do, i.e. Hispanic employees are apt to be reading much more into your communication than what you say verbally.

SEE CULTURE, ON PAGE 14

• Loans
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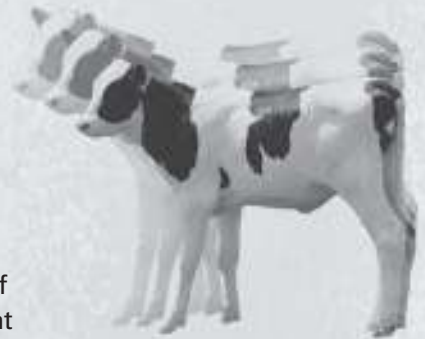
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Shining Star of Exports Topic at PDPW Conference

One of the shining stars in the dairy industry is exports. For the fourth year in a row, U.S. dairy product and ingredient exports set a new record during 2007.

Those attending the Professional Dairy Producers of Wisconsin (PDPW) Annual Business Conference can hear about the challenges, opportunities and obligations involved with dairy exports. Matt McKnight, vice president of export ingredient marketing and industry affairs for the U.S. Dairy Export Council (USDEC) will speak at 1:45 p.m. on March 12, the second day of the conference. His presentation is titled, "Unravel the Tangled Web of Global Influencers and Understand Dairy's Changing Dynamics."

The PDPW Business Conference is scheduled for March 11 and 12 at the Alliant Energy Center, Madison. The conference theme is "Solving the Profit Puzzle."

McKnight will look at what it will take to maintain and increase U.S. dairy exports. During the first 11 months of 2007, 11.2 percent of all the milk produced in the nation was sold to foreign buyers. The final export numbers for the entire year will be available soon, so McKnight will provide a full 12-month review.

In addition, he will discuss where things stand for U.S. dairy exports in terms of overall value and volume. Plus, he will provide a product-by-product breakdown.

Just what does 11 per-

cent of U.S. milk production being exported mean to producers? McKnight will address that question.

Another aspect of his presentation will be what producers and their cooperatives need to consider to maintain and add to this level of exports. The USDEC representative will address global dairy supplies and issues on the horizon that could involve dairy exports.

Here's a glimpse of the dairy product export numbers for January through November of 2007.

According to USDEC, the value of these exports was \$2.73 billion. That's an increase of 57 percent from the first 11 months of 2006.

Last November alone, exports were valued at \$354 million, more than double during the previous November. A combination of strong worldwide demand, insufficient product from many traditional dairy suppliers, and an aggressive U.S. industry has led to these unprecedented export levels, says USDEC.

Buying \$782 million worth of U.S. dairy products, Mexico was the leading export destination. Canada ranked second, spending \$374 million on U.S. dairy products, while Japan ranked third, spending \$167 million. China ranked fourth, spending \$142 million.

In all, Southeast Asian imported more than \$500 million worth of U.S. dairy products. The Philippines bought \$137 million worth

SEE EXPORTS, ON PAGE 24

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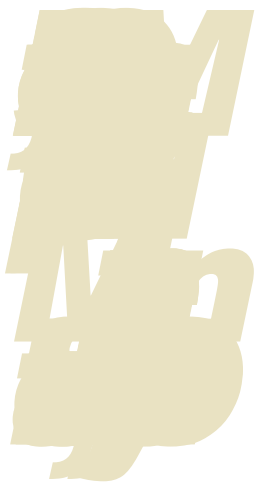
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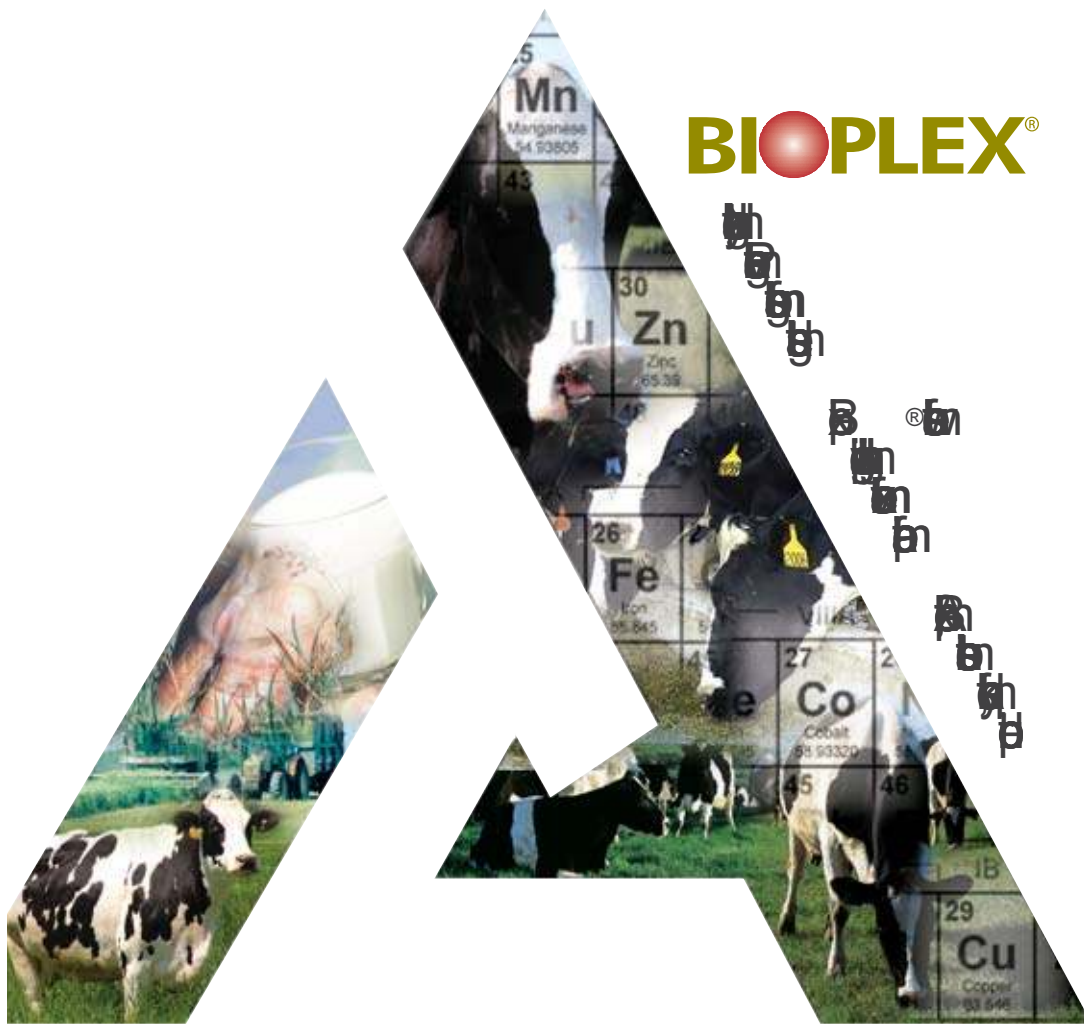


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Salmonella Strategies to Be Shared At Annual Business Conference

While disease prevention on a dairy farm isn't quite rocket science, help from the experts certainly makes things a little simpler. Dr. Daryl Nydam of Cornell University will be on hand at PDPW's Annual Business Conference to discuss how to stop salmonella before it walks away with the future of your dairy herd.

Nydam grew up as a veterinarian's son with an early interest in animal medicine. After earning an undergraduate degree in biochemistry, Nydam moved on to Cornell University to earn his graduate degree.

He then practiced veterinary medicine for a few years in Vermont before returning to Cornell to earn his Ph.D. in epidemiology.

Nydam has been a member of the faculty at Cornell since 2001 studying salmonella and other pathogens that cause diarrhea in livestock. He also works with epidemiology and the on-farm dairy production medicine program with the veterinary school at Cornell University. "I'm not just a computer epidemiologist," he says with a laugh.

Salmonella is a fecal spread bacterium that is spread feces to the mouth. The main thing to look for as symptoms of Salmonella infection is scours, Nydam explains. Occasionally, sudden death in the absence of diarrhea is caused by Salmonella as well. Older animals can experience abortions or pneumonia.

The main thing to prevent Salmonella in calves or mature animals is the same as prevention of any

other fecal to oral pathogen – keep the environment clean, Nydam says. "It's not rocket science – keep the sh** out of their mouth."

Also keeping immunity high is a good way to prevent infection. Calves should be well fed and be on an adequate colostrum management program to achieve passive transfer of immunoglobulins. Mature animals should be housed in a clean environment and be fed proper nutrition.

If animals on a dairy do become infected with Salmonella, hydration is the most important way to bring them back to health, Nydam explains. Dehydration from the sours is what kills them, he adds.

Antibiotics such as ceftiofur and trimethoprim sulfamethoxazole can also be effective, but fluids are first. Microbials and non-steroidal anti-inflammatories can potentially be effective as well.

Nydam will also be sharing much more in-depth information during his presentation at the Annual Business Conference. He will cover the epidemiology of Salmonella in cattle, managing the immune system, diagnosis, prevalence, duration of shedding, treatment options, prevention of spread between herds and within herds, and some real-life case studies to illustrate the research.

Editor's note: Nydam's presentation will be Wednesday, March 12, during the specialty sessions from 8 to 10:15 a.m., at the Annual Business Conference at the Alliant Energy Center in Madison.

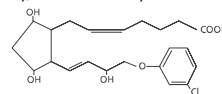
By Crystal McNett

Estrumate® (cloprostenol sodium)

Prostaglandin Analogue for Cattle
Equivalent to 250 mcg cloprostenol/mL

BRIEF SUMMARY (For full Prescribing Information, see package insert.)

Estrumate® (cloprostenol sodium) is a synthetic prostaglandin analogue structurally related to prostaglandin F₂ α (PGF₂ α). Each mL of the colorless aqueous solution contains 263 mcg of cloprostenol sodium (equivalent to 250 mcg of cloprostenol) in a sodium citrate, anhydrous citric acid and sodium chloride buffer containing 0.1% w/v chlorocresol BP as a bactericide. pH is adjusted, as necessary, with sodium hydroxide or citric acid.



ACTION:

Estrumate causes functional and morphological regression of the *corpus luteum* (luteolysis) in cattle. In normal, nonpregnant cycling animals, this effect on the life span of the *corpus luteum* usually results in estrus 2 to 5 days after treatment. In animals with prolonged luteal function (pyometra, mummified fetus, and luteal cysts), the induced luteolysis usually results in resolution of the condition and return to cyclicity. Pregnant animals may abort depending on the stage of gestation.

INDICATIONS:

For intramuscular use to induce luteolysis in beef and dairy cattle. The luteolytic action of Estrumate can be utilized to manipulate the estrous cycle to better fit certain management practices, to terminate pregnancies resulting from mismatings, and to treat certain conditions associated with prolonged luteal function.

REQUIREMENTS FOR CONTROLLED BREEDING PROGRAMS:

A variety of programs can be designed to best meet the needs of individual management systems. A controlled breeding program should be selected which is appropriate for the existing circumstances and management practices.

Before a controlled breeding program is planned, the producer's objectives must be examined and he must be made aware of the projected results and limitations. The producer and his consulting veterinarian should review the operation's breeding history, herd health, and nutritional status and agree that a controlled breeding program is practical in the producer's specific situation. For any successful controlled breeding program:

- cows and heifers must be normal, nonpregnant, and cycling (rectal palpation should be performed);
- cattle must be in a fit and thrifty breeding condition and on an adequate or increasing plane of nutrition;
- proper program planning and record keeping are essential;
- if artificial insemination is used, it must be performed by competent inseminators using high-quality semen.

It is important to understand that Estrumate is effective only in animals with a mature *corpus luteum* (ovulation must have occurred at least 5 days prior to treatment). This must be considered when breeding is intended following a single Estrumate injection.

SAFETY AND TOXICITY:

At 50 and 100 times the recommended dose, mild side effects may be detected in some cattle. These include increased uneasiness, slight frothing, and milk let-down.

CONTRAINDICATIONS:

Estrumate should not be administered to a pregnant animal whose calf is not to be aborted.

PRECAUTIONS:

There is no effect on fertility following the single or double dosage regimen when breeding occurs at induced estrus or at 72 and 96 hours posttreatment. Conception rates may be lower than expected in those fixed time breeding programs which omit the second insemination (ie, the insemination at or near 96 hours). This is especially true if a fixed time insemination is used following a single Estrumate injection. As with all parenteral products, careful aseptic techniques should be employed to decrease the possibility of postinjection bacterial infection. Antibiotic therapy should be employed at the first sign of infection.

DOSAGE AND ADMINISTRATION:

Two mL of Estrumate (500 mcg of cloprostenol) should be administered by *INTRAMUSCULAR INJECTION* for all indications in both beef and dairy cattle.

Do not puncture stopper more than 10 times.

WARNINGS

For veterinary use only.

Women of childbearing age, asthmatics, and persons with bronchial and other respiratory problems should exercise extreme caution when handling this product. In the early stages, women may be unaware of their pregnancies. Estrumate is readily absorbed through the skin and may cause abortion and/or bronchospasms; direct contact with the skin should therefore be avoided. Accidental spillage on the skin should be washed off immediately with soap and water.

STORAGE CONDITIONS:

1. Protect from light.
2. Store in container.
3. Store at controlled room temperature 59°-86° F (15°-30° C).

HOW SUPPLIED:

20mL and 100mL multidose vials

CAUTION:

Federal (USA) law restricts this drug to use by or on the order of a licensed veterinarian.

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Number 9 in a Series

Estrumate® Prostaglandin

POTENT PERFORMANCE FOR REAL LIFE SUCCESS

Experience

Dan Monson

DAIRY

Spring Grove Dairy
Brodhead, Wisconsin

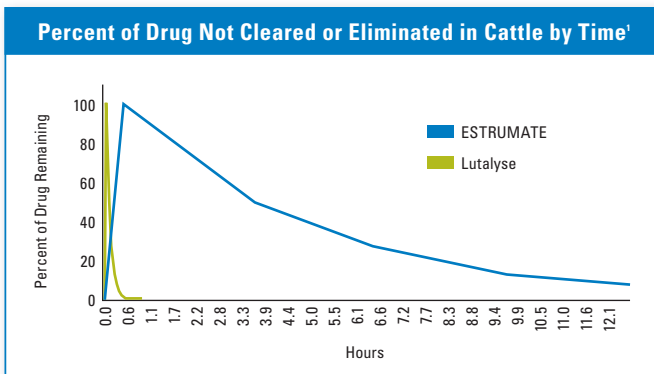
MANAGING PARTNER

Dan Monson

“We did some on-farm demos using Lutalyse® and ESTRUMATE in July 2006. Alternating cows were synchronized with Lutalyse or ESTRUMATE. We saw an 11 percent* increase in standing heat with the ESTRUMATE-treated cows over those treated with Lutalyse. We also experienced an 11 percent* increase in the pregnancies from those standing heats with ESTRUMATE versus Lutalyse.

“In early September, we started using ESTRUMATE on the whole herd and have seen similar results. There was a 10 percent* increase in services on cows in standing heat – with the same number of cows being eligible – and we’ve seen a 30 to 32 percent* increase in pregnancies per week versus the previous four months.”

Why Should You Use ESTRUMATE Prostaglandin Instead of Lutalyse?



Footnotes:

¹EMEA, The European Agency for the Evaluation of Medicinal Products. "Cloprostenol and R-Cloprostenol." Summary Report, April 1997. "Dinoprost." Summary Report, June 1997.

²Berardinelli, J.G., et al. "Effect of prostaglandin dosage and stage of estrous cycle on the estrous response and corpus luteum function in beef heifers." Theriogenology, 32:301-314, 1989.

³Martineau, R. "Dinoprost Versus Cloprostenol: Does Route of Injection Modulate Their Efficacy in Dairy Cattle?" The Bovine Practitioner, pp. 10-19, February 2003.

⁴Hayashi, K., et al. "Changes in Prostaglandin Secretion by the Regressing Bovine Corpus Luteum." Elsevier – Prostaglandins & Other Lipid Mediators. 70:339-349, 2003.

⁵Seguin, B., et al. "Cloprostenol and Dinoprost Tromethamine in Experimental and Field Trials Treating Unobserved Estrus in Dairy Cows." The Bovine Practitioner, pp. 85-90, November 1985.

- ▶ Half-Life for ESTRUMATE Prostaglandin is 3 Hours Versus a Few Minutes for Lutalyse¹
ESTRUMATE prostaglandin lasts much longer¹ than Lutalyse. The responsiveness of the corpus luteum to prostaglandin injection increases progressively during the early and the mid-stage of the estrous cycle.²
- ▶ ESTRUMATE Prostaglandin is a More Potent Luteolytic Agent than Lutalyse³
- ▶ ESTRUMATE Prostaglandin Quickly Reduces Progesterone Levels⁴ and Provides a Rapid Estrus Response⁵
- ▶ ESTRUMATE Prostaglandin is Available in 10-Dose and 50-Dose Bottles, Unlike Lutalyse

At 50 and 100 times the recommended dose, mild side effects may be detected in some cattle; these include increased uneasiness, slight frothing, and milk let-down. Full product information found on page ____.

See your veterinarian for ESTRUMATE prostaglandin.



* Your results may vary.
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Culture

CONTINUED FROM PAGE 8

"Your choices about who you speak with are significant; those you speak with more frequently may be viewed as favorites," Stup points out.

"Choosing whether or not to exchange greetings at the beginning of the workday can have great meaning," he says. If you don't say 'hello' to an employee, it might be interpreted that you're upset with him.

Even in "low-context cultures" like the U.S., correcting a worker informally in the parlor has different meaning than asking that worker to come to your office for a more formal corrective discussion. However, while a producer is real comfortable briefing a worker in the milking center office, con-

sider the impact that place may have in your Hispanic workers' "high-context" culture, Stup directs.

Further, in Hispanic cultures, physical touching – even a simple handshake – is more frequent – and expected – as a means of indicating and building friendship. While dairy producers might be uncomfortable putting their arm around their workers' shoulders, such a gesture could mean the difference between an eager and loyal staff or one less enthused about trying to please the boss.

In the U.S., making eye contact is important; mothers demand, "Look at me when I'm talking to you." In Hispanic culture, respect is shown by not

SEE HISPANIC, ON PAGE 15



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Hispanic

CONTINUED FROM PAGE 14

making eye contact, which can be misinterpreted as not paying attention or not showing respect, when workers are doing exactly that.

How people choose to use time is also different between the two cultures. In the U.S., it's get the work done and move on to the next thing; business comes first, relationship-building second. It's just the opposite in Hispanic cultures. Relationships come first, business second. Stup suggests employers at the start of a shift, take a moment or two to greet Hispanic workers, ask about the kids, talk about the weather. This needs to be done "every single day," he says, or they'll be apt to think something is wrong or the boss is mad.

Stup recognizes this can be difficult with the language and cultural barrier. It's much easier for a producer to talk to his Anglo workers about the Packers. Nevertheless, Stup says it's very important to go out of your way to build relationships with your Hispanic staff.

If a producer faces cross-cultural communication challenges just dealing with a handful of Hispanic workers, stop and think how those employees, now faced with living and working in a completely foreign culture here in the U.S., must struggle to adapt. It's tough to manage the essentials of day-to-day living, like housing, transportation, food (i.e. you miss what you're accustomed to eating back home); clothing (i.e. how to dress in a colder climate and for changes in weather you're not anticipating); medical and dental needs.

Stup thinks it'd behoove a producer to ease the cultural transition for his Hispanic workers. On-farm housing is a big plus. If employees don't own a vehicle or have a driver's license, transportation also rests on the employer. Some, notes Stup, have food delivered to the farm from specialty stores, or they make sure employees get to a local supermarket to do their own grocery shopping.

Many Hispanic workers don't use the banking system in their own country because of mistrust or inaccessibility. Many don't have savings accounts because they don't have enough money to save long-term. A lesson in banking may fall on a producer's shoulders. Likewise, there's the issue of wiring money home to family members. Employers might help employees locate secure and less expensive ways to transfer money.

Stup believes it's "extremely important" for a producer to take on a "more support role" and "pave the way" for workers into this culture. It's hard fitting in, even scary when you don't know how to access services.

Further, these men who go north to try and better their families' situation in Mexico are treated "very well" back home. They're esteemed and almost heroes in their rural communities down there. However, in some rural communities here – especially as the political controversy about immigration heats up – they're frowned

upon and even exposed to "outright discrimination," he says.

He goes so far as to say that part of "paving the way" for workers is community education on the part of dairy employers. He feels it'd behoove producers to counter community perceptions that are "terribly negative," such as farms hire Hispanics because they're "cheap labor." There are beliefs circulating that they're "paid less" and "under the table." He thinks such false perceptions are harmful not only to Hispanic workers, individual employers, but the dairy industry and communities as a whole. He feels it's the responsibility of producers employing Hispanics to set the record straight and "talk about why they have Hispanic workers" and what good employees and people they are.

"Understanding the cultural customs and values of others may be the key to community acceptance," he states.

All of the change and unknowns with which workers struggle can make them fearful – afraid of making a mistake on the job, afraid of displeasing the boss. Lack of initiative and self-confidence can often be attributed simply to employees unsure if they're performing correctly.

"We need to go out of our way to communicate – and over-communicate – with every means possible," Stup stresses. Clearly define what work needs to be done and how you want it done with SOPs (Standard Operating Procedures), translated into Spanish. He suggests putting a lot of effort into training up front, even bringing in a hired

Spanish-speaking expert to help with the process.

SOPs must be reinforced, ideally by a supervisor who speaks Spanish giving feedback to milkers or calving overseers once a week. Stup also thinks producers should bring in a translator at least quarterly for team meetings and refresher trainings.

It pays to spend money up front to prevent problems on the back end. In other words, hire a fluent Spanish-speaking interpreter for trainings. In order to do a good job with milking procedure and milk quality, Hispanic workers need to know what Somatic Cell Count is; they may have no clue. A producer has to show how the number goes up and down and how that relates to getting the cows clean. "Employees can't change performance if they don't know the how or why," he remarks.

Don't overlook safety either. Don't make assumptions that Hispanic workers know how to safely handle cattle or get out of the way of machinery. Make sure you tell them how to dial 911, too.

He says it takes "patience" and "perseverance" to overcome the language barrier. There are various strategies: English lessons for Spanish speakers, Spanish lessons for English speakers (including farm owners), use of a hired interpreter, using various translation aids available within the dairy industry, and relying on a Spanish-speaking employee who speaks English fairly well to translate to the other Hispanics.

Stup thinks if you've "made the business deci-



Rich Stup

SEE EMPLOYEES, ON PAGE 17

"I like the education programs, and I enjoy talking to exhibitors and other producers at the PDPW Annual Business Conference."

~Larry Sebranek,
Lasebra Dairy,
Lone Rock, Wis.

Determining Where to Go and Where to Grow

When piecing together a puzzle, determining your next move may make all the difference.

Find out how a couple of top-notch dairy producers planned their big moves at the Professional Dairy Producer of Wisconsin (PDPW) Annual Business Conference "Solving the Profit Puzzle", March 11-12 at the Alliant Energy Center in Madison.

Matt and Mandy Nunes and Dr. Gordon Jones will share their business strategies, business considerations, family factors and the moves that took them one-step closer to defining today's success at the "Where to go, where to grow" panel on Tuesday morning.

These producers will be joined by Mike Brown,

the dairy economist for Glanbia Foods in Idaho.

MATT AND MANDY NUNES

Four and a half years ago, Matt and Mandy Nunes settled in northern Wisconsin where they own and operate Scientific Holsteins. They milk about 90 Holsteins in an 81-cow tie stall barn. Two-thirds of their herd is registered, which they use for merchandizing and a little showing.

The Nuneses also utilize embryo transfer. They flush their best cows and implant the embryos in their lower quality cows. They market some embryos domestically and internationally. They sell a few bulls into A.I. studs and sell a few select females in sales each year.

"We wanted to make a living milking cows on a small farm," Matt says, noting they had their eyes on places they could do well with purebred, registered animals.

Both raised in California, they've always held an interest in registered cattle. They made their home in Oregon for seven years before moving to Michigan in 1997 where Matt managed the herd at The Apple Farm.

"The sheer number of farms" in Wisconsin grabbed Matt and Mandy's attention as they were looking to make their next move. "We were able to look at a lot of different areas to find a place to suit our needs," Matt says.

SEE GROW, ON PAGE 18

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Employees

CONTINUED FROM PAGE 15
 "aspiration" to hire Spanish-speaking workers, "you (the business owner) need to speak Spanish."

He challenges producers to look at their workplace from their Hispanic employees' point of view. Think of the frustration when an employee is trained by the "point and grunt method," to work day in and day out without talking to the boss, or getting much feedback as to whether or not you're doing a decent job.

"Given the many challenges that Hispanic employees must overcome when they work in this country, it is not surprising that they are often rather sensitive and sometimes insecure," says Stup. "It's always good advice for an employee manager – regardless of the cultures involve – to interact with employees with politeness and respect. In the case of Hispanic employees, however, it is important to work hard to communicate these qualities across cultural barriers."

"Managers can build their relationships with their Hispanic employees by remembering the little things, like saying please and thank-you. They can also make the effort to learn some Spanish language and details about their employees' culture; this shows an interest and respect on the part of the employer," he explains, adding that "it is also important to move beyond culture, which is a group feature, and learn about each individual and his or her personal characteristics and personality. Managers should learn about employees' families, their interests, and even

their goals and aspirations."

"Anglo managers sometimes tend to deal with Hispanic employees as a group," he adds. "People, however, like to be treated as individuals."

Gender issues can be problematic. Men and women interact differently in Hispanic cultures, which are more hierarchical. It's much less customary for men and women to be peers in the workplace, much less for a woman to supervise men. The wife of the owner is afforded respect for her position. However, another local woman in a managerial role needs to establish clear boundaries and be very professional how she interacts with Hispanic males, so relationships aren't misinterpreted. The owner had best clearly invest that person with authority, too, Stup directs.

In terms of culture, communication and the Pedro example, Stup says there are leadership differences between Mexico and the U.S. Researchers interviewed over 400 mid to low-level managers in Mexican businesses and almost 150 similar managers in similar businesses here in the U.S. The results provide some challenging insights into the art of leading in the two cultures.

U.S. leaders with domestic workers have learned that "supportive, contingent punishment, charismatic and participative leadership behaviors all have strong positive effects," notes Stup. Leaders in the Mexican culture attribute strong positive effects to "directive, supportive and char-

ismatic leadership." He says "directive leadership did not generate any effect in the United States, while it was strongly positive in Mexico. It seems that there is a greater expectation for leaders to tell employees exactly what, when and how to complete their work in Mexico than in the U.S."

"Contingent punishment (i.e. the supervisor pointing out problems with performance by providing negative feedback) produced strongly positive results in the U.S. and negative results in Mexico," he continues. "The researchers speculated that the strong needs to show respect for others and avoid losing face may explain why negative feedback is difficult in Mexico."

"Participative leadership, which is currently very popular in the U.S., was shown to strongly increase performance among employees," he says of a leader getting employees to buy into decisions by asking for their input. "In Mexico, this practice is not as effective because leaders are expected to have the answers – not to request information from employees. This may be explained by the formal structures and respect for authority that is inherent to Mexican society."

He says business managers "can have a strong influence in creating the culture they desire in their own workplace. If respect is a desired cultural pattern then managers can show respect to employees and expect other members of the organization to show it as well," he says. "In addition, managers can tie broad cultural characteristics such as the

observance of Mexican holidays into their calendar (see www.mexonlin.com/holiday.htm). In this way, managers can work to build a workplace culture that welcomes every employee and creates an environment that is supportive and respect."

Finally, what about Peter and Pedro, the new Hispanic supervisor? Peter had a lot of faith in Pedro and Pedro didn't want to let him down. Unfortunately, Peter didn't think about the delicate position in which he'd placed Pedro. After his promotion, Pedro became isolated from his social support network; he was no longer "one of the guys." The others started to resent him and didn't understand why he was promoted, as Peter never formally transferred authority to Pedro. Some employees simply would not recognize him as their supervisor as a consequence. When they continued to go to Peter with questions, his willingness to accommodate them further eroded Pedro's position – and confidence.

Understanding the influence of culture would have helped Peter effectively promote Pedro. He should have clearly invested supervisory power in Pedro and in an almost formal ceremony made it known that Pedro from now on would be the boss. Separate housing might also have been provided for Pedro.

Editor's note: You can hear more from Stup during one of the Tuesday evening specialty sessions at PDPW's Annual Business Conference, March 11-12.

By Jane Fyksen

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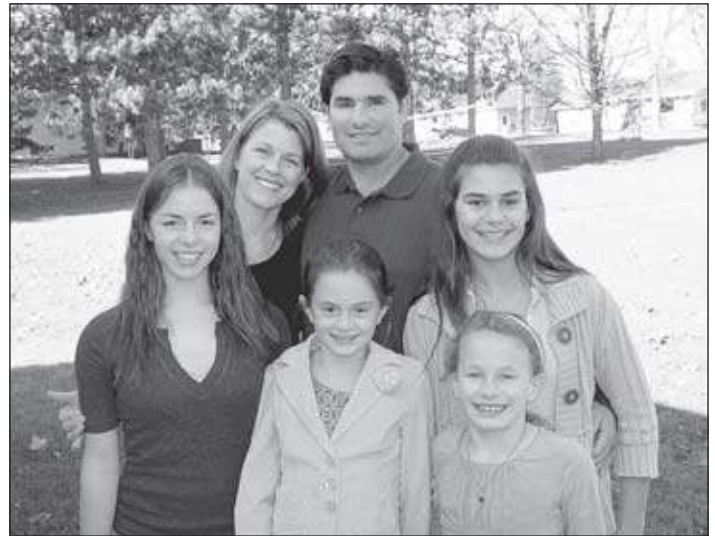
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Matt and Mandy Nunes and family

Grow

CONTINUED FROM PAGE 16

Their main focus was to find a place where they could milk at least 80 cows. That was the size they felt they needed to be profitable while allowing them to hire some extra help. "That limited us on options," he recalls, "as many of the empty barns we looked at were too small".

With four daughters, they not only wanted a sound, structural farm, but also a nice home to raise a family in. Plus, they wanted to settle near a community that would allow them to take advantage of church, sports and youth activities like 4-H and Junior Holsteins.

In 2003, they purchased the farm and 11 acres near Chippewa Falls where they currently reside.

If there is anything he would have done differently, Matt says he would have purchased more land. At least 40 acres, he reasons. The Nuneses currently purchase all of their own feed and spread their manure on neighboring

ground.

Into the future, they plan to continue to improve their facilities and house and buy more land if it should come available. Matt also says they'll keep working on their herd's genetics and wait to see what the next generation wants to do.

As for their next big move, it sounds like they've finally found a spot to stay.

"We enjoy living in Wisconsin and plan to make it home for the rest of our lives," Matt says.

DR. GORDON JONES

Central Sands Dairy lies in Juneau and Wood Counties in the heart of Wisconsin. The farm is currently milking 2,400 cows on its way to 3,000, reports Dr. Gordon Jones, the dairy's managing partner and local veterinarian. The dairy sits on 80 acres and has a cropping and manure agreement with another partner in the dairy – the Wysocki Produce Farm,

SEE JONES, ON PAGE 22

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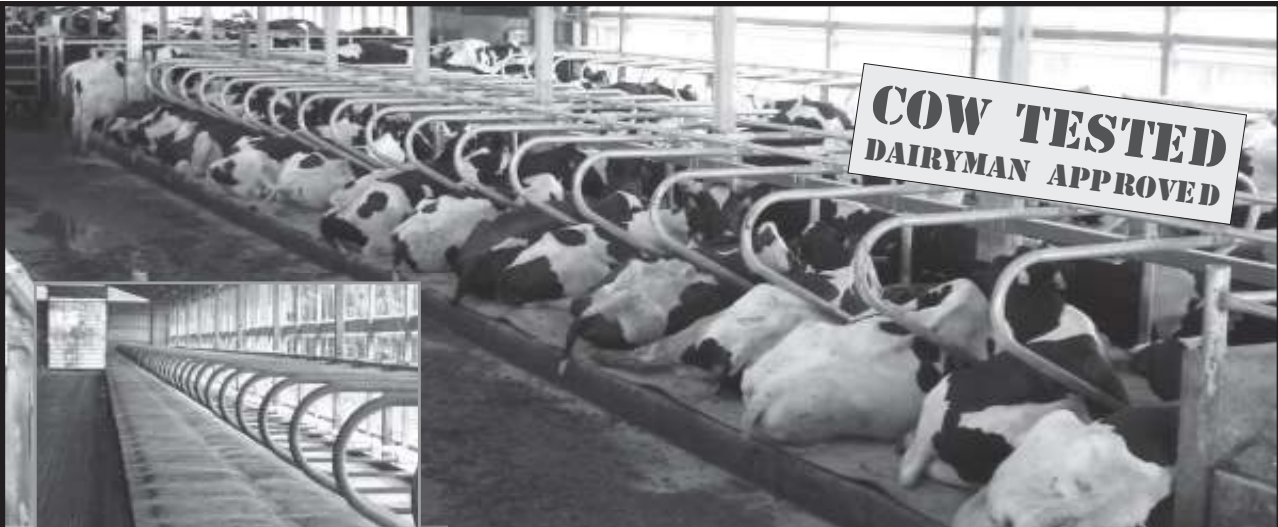


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Management Accounting Crucial Next Step In Financial Analysis, Strategic Planning

Agriculture is on a rollercoaster ride with the most marketplace volatility in decades. Dairy producers are holding on for dear life and wondering where the tops are to rapidly rising input costs, not to mention where the new breakeven thresholds are in their businesses. Management accounting is the seatbelt producers need for security on modern-day agriculture's wild ride.

Dairy producers will want to buckle up for a Day 2 (March 12) specialty session at the PDPW Annual Business Conference, "Solving The Profit Puzzle," March 11-

12 at Alliant Energy Center in Madison. This two-hour session on management accounting will give producers the tools they need to determine what's driving their cost structure and the impacts of strategic decisions – past and future.

Presenter Dick Wittman, in a two-hour session, will guide dairy decision-makers to answers with which to solve their personal "profit puzzles." Attendees will walk away with a thorough understanding of management accounting – a foundation for linking "financial performance analysis" to "strategic thinking." They'll see how

management accounting differs from whole-farm business analysis and enterprising, and how it empowers "responsibility-centered" managers to make quality decisions.

Management accounting allows producers to assess performance in "manageable segments" (i.e. responsibility centers) of their business and enables decision-makers to link financial and operational analysis with strategic planning, explains Wittman, a private farm management consultant who also manages a large-scale dryland crop, range cattle and timber operation in northern Idaho

with family partners. He provides seminars and private consulting service to ag lenders, producers and other ag business professionals.

Wittman is past president of the Farm Financial Standards Council, a core group of farm management and financial experts striving to professionalize farm accounting and financial analysis processes. This Council developed national guidelines to help producers implement managerial accounting systems. Wittman is also on the faculty of The Executive Program for Agricultural

SEE ACCOUNTING, ON PAGE 21

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Accounting

CONTINUED FROM PAGE 20
Producers (TEPAP) at Texas A&M University, a program that teaches advanced financial skills.

Wittman has an ag economics degree from the University of Idaho and a MBA from the University of Utah. He worked for the Farm Credit System, concluding his lending career with the Farm Credit Administration in Washington, D.C., where he supervised Farm Credit operations for several U.S. districts. He joined the expansive family farm in Idaho in 1980 and established his part-time consulting practice.

Wittman has authored a guidebook, "Building Effective Farm Management Systems,"

that's a toolkit for commercial-size family farm businesses to define their ultimate vision and put in place a professional management and transition process that'll lead them to their goals. Wittman likens his guide to an equipment operations and service manual. It'll help a producer build a system from scratch, solve a specific management challenge or do a major overhaul of his management process. (Learn more on his website at www.wittmanconsulting.com.)

In "Solving The Profit Puzzle" on their dairies, Wittman says producers should constantly be asking themselves some questions:

- What strategies are

keeping us successful?

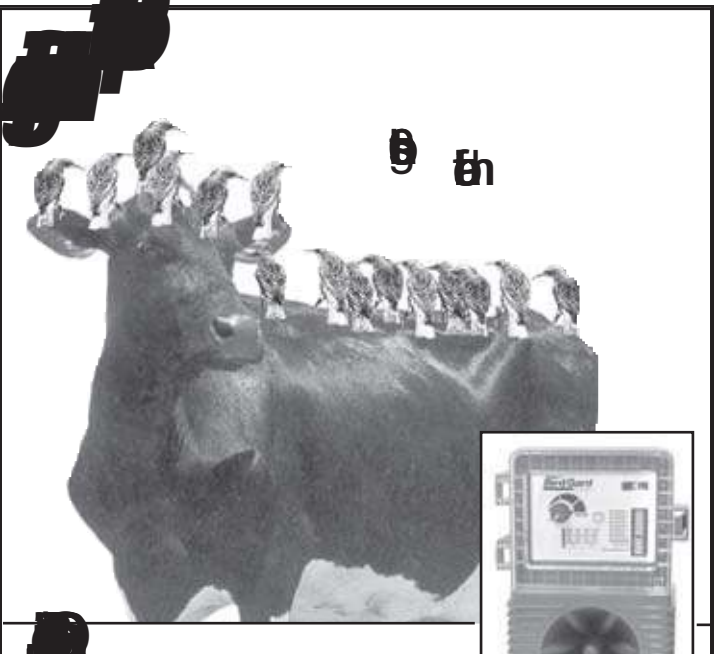
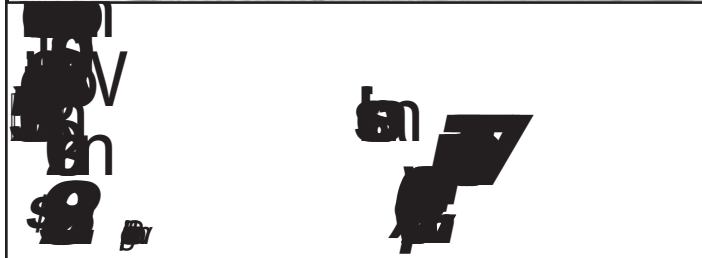
- What strategies should we change?
- How will strategic change impact performance?
- What information is needed to make good decisions and survive?
- Do we have capacity (in terms of management and resources) to implement change?

Management accounting links performance analysis to decision-making. Wittman contends "few farmers understand cost structures and the strategic decisions that differentiate successful farms from those struggling financially. Traditional enterprise analysis hasn't

SEE ANALYSIS, ON PAGE 27

"My favorite part of the PDPW Annual Business Conference is getting to see other producers and just talking to dairy farmers that have the same interests that I do."

*-Terri Abing
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Jones

CONTINUED FROM PAGE 18 which is involved in potato and vegetable production.

As the managing partner, Gordon oversees the operation here in Wisconsin, while some of the other partners live in Michigan and Indiana.

"Wisconsin has always been a profitable place to dairy," Gordon says, noting the Midwest has the highest profit per cow ratio compared to anywhere else in the country. "The average dairyman in Wisconsin doesn't need to expand."

Wisconsin is abundant in water and forages and, thanks to the new Livestock Facility Siting Law, dairies are allowed to grow as long as they meet the requirements of the state.

A practicing veterinarian, Gordon has always called Wisconsin home. The availability of land, crops and water here attracted the partnership in which he belongs to look at Wisconsin as a home for their newest dairy.

Gordon says his one regret is that they should have looked deeper into how cold it can get in the winter here. They moved the cows in shortly before Christmas this year and with wind chills in the negative 30s and below in January and February they were wishing they'd further extended the in-floor heat in the buildings.

Gordon sees a lot of opportunity for dairy growth in the Midwest. As long as dairymen continue to be conservative about the environment, air and water it's going to thrive in the Midwest, he says.

"There's plenty of available feed for the cows, that's why we're here," notes Gordon.

In addition to working on the dairy and as a veterinarian, he also works for Quality Milk Sales as a production consulting specialist and a nutritionist for a consortium of large dairies, owning 12 herds with over 30,000 cows in Michigan, New Mexico and Indiana.

MIKE BROWN

Mike Brown is a milk marketing strategist who has traveled the country and will use his experience to share his perspective on where dairy should grow and where those with the passion for the business should be located.

The dairy economist for Glanbia Foods in Idaho, Mike adds a western view to the panel. Glanbia Foods is the largest American-style cheese manufacturer in the United States and one of the largest whey ingredient producers.

No matter where you are located, this economist says you need to produce and meet what the market wants in order to compete in today's industry. That requires being a low-cost producer. However, at a time when transporting product and feed is becomingly more costly, location could be the key to it all.

When deciding where to go, he recommends producers look at where they are now and what are their reasons to leave. Every situation is unique and the varying factors diverse. It's a lot different if you're talking Madison to Marathon versus Pennsylvania to



Dr. Gordon Jones

Idaho, he says.

It's going to become important to find something that has a long-term, sustainable environment.

"Wisconsin is a lot more open to changes in farm structure than Minnesota," he says, giving credit to PDPW for helping to create a positive attitude about dairying.

An area that tends to be overlooked when making a location decision is family environment. Mike says it's important to look at the surrounding community and the activities it offers for your family.

Another factor to consider is energy prices and their impact on feed. He says he is not a fan of ethanol because of what it's meant to the cost to purchase and transport feed.

Mike predicts the Midwest will have a bit of a Renaissance as it holds an advantage in the cost of growing crops. It also has a lot of opportunity for growth - part of that is water, he says. Although, this year the concern for water will lessen as the West is seeing a wetter winter and forage crops will once again compete



Mike Brown

with grain for land.

Brown urges producers considering change not to look at historical prices, but at what is taking shape now. There's a good chance those older prices and trends may not return to today's agricultural industry.

"What's this going to do for land values?" he questions. In some areas of the country, land rents have tripled, and those costs are being capitalized into the cost of growing crops.

The Midwest appears to be the apple of producers' eyes these days. Wisconsin is an "area everybody is looking at," he says, adding the industry has remained strong over time and the state is interested in maintaining its dairy industry.

Each of these panelists has a lot more to share about the decisions they've made and their viewpoint on where the industry is headed. For more information on "Where to Go and Where to Grow" head to the PDPW Annual Business Conference on Tuesday, March 11 in Madison.



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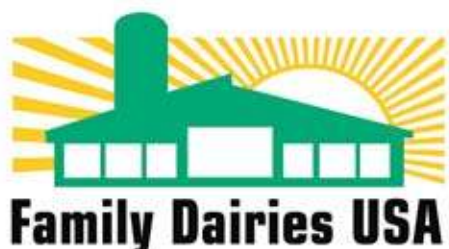
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Exports

CONTINUED FROM PAGE 10

of product, followed by Indonesia at \$126 million, and Malaysia at \$96 million.

The European Union and Australia, both U.S. dairy competitors, imported significant \$136 million and \$30 million worth of U.S. dairy products.

U.S. cheese exports have risen by 38 percent and are just short of 90,000 metric tons. The value of that cheese was \$345 million. Mexico was the largest buyer of U.S. cheese, with more than 30,000 metric tons.

Exports of whey proteins during the first 11 months of 2007 increased by 27 percent from the year before. They tallied to 404,000 metric tons and were valued at \$678 mil-

lion.

Butter exports rose during the first 11 months of 2007 from 8,160 metric tons in 2006 to 28,469 metric tons in 2007. From January through November, exports of fluid milk and cream increased by 91 percent.

At 235,000 metric tons, the volume of skim milk powder exported through November of 2007 was down 13 percent from the previous year. But the value of those exports rose by 34 percent, to \$743 million.

Editor's note: Be sure to attend PDPW's Annual Business Conference, March 11-12, to hear all the details from McKnight and many other high-caliber speakers.

By Ron Johnson

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Analysis

CONTINUED FROM PAGE 21
provided answers growers need to determine what decisions are contributing to success or failure. Ratio analysis is not well understood and seldom connected to goal-setting and decision-making.”

Producers must move beyond thinking of themselves as “number-crunchers” or good “book-keepers” to “decision-makers,” he maintains. Management accounting also moves beyond whole-farm financial analysis, which is “fine for lenders” trying to determine if an operation is profitable or not. The missing puzzle piece producers need is: “Why?”

He promises a primer course on professional managerial accounting systems, relatively new in the farm management arena. During PDPW's Annual Business Conference in March, he'll also illustrate the often overlooked linkage between financial analysis and strategic decision-making.

There are six core concepts in management accounting:

- Requires cost-based accrual accounting
- Uses “responsibility centers (manageable segments) for accumulating and summarizing transactions
- Integrates production factors and financial measurements (i.e. “per hundredweight” and “per bushel”)
- Core transactional information is accumulated and then “supplemented” with economic analysis

- Follows GAAP (Generally Accepted Accounting Principles), commercial industry practice and has multi-commodity applicability

- Must accommodate multiple-period production cycles (crop, livestock, perennial).

Wittman says producers need to know what gauges to monitor – working capital, debt-asset ratios, ROE and ROA, accrual net income, unit cost of production and more. Management accounting gives them the ability to look at those gauges over time; they'll be able to see the direct result of decisions they made three years ago, for instance.

Producers hit the books at tax time and for external financial reporting to their lender, but managerial accounting is the next level, tying financial and physical units of the business together. It enables “responsibility segment managers” (crop production, the milking herd, the heifer enterprise, equipment support and others) to examine respective profit and cost centers for strategic management.

Management accounting takes a producer beyond an operating plan (i.e. what you do) to a strategic plan (i.e. how you do it). With this top-flight financial analysis producers will be able to find opportunities they maybe wouldn't have otherwise recognized.

According to Wittman,

SEE MANAGEMENT, ON PAGE 28

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Management

CONTINUED FROM PAGE 27

there are five steps to strategic management. They are:

- Know your costs and margin in each management activity center
- Identify strategies and factors that influence each key performance area
- Simulate the impact of alternative strategic decisions
- Implement high-impact strategic decisions
- Measure the impact of decisions made.

People drive a dairy operation. Wittman tells *Dairy's Bottom Line* that management accounting allows owners to provide performance indicators to people in charge of specific parts of the business. You'll be able to chal-

lenge yourself and other key people on your farm – the management team – to excel at what you do best. If nothing else, he says his presentation will be a “wake-up call” to producers who don't have their business divided into “individual management responsibilities.”

PDPW conference attendees will learn from Wittman which gauges will help them measure performance over time and determine how strategic decisions have affected the “readings on those gauges.” They'll be able to see what strategies they can tweak for better performance. They'll be able to solve their profit puzzle.

By Jane Fyksen

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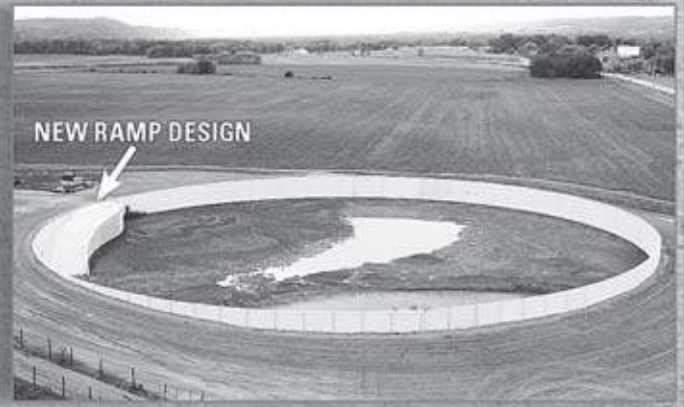


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Face of the Future

Mentor Program Provides Opportunity For Youth

The opportunities for youth in the dairy industry to become involved and expand their knowledge are endless. Such programs, like the PDPW Mentorship Program, are influential to any youth with an interest in the dairy industry. They provide an avenue for youth to grow their knowledge and learn more about the industry that they want to be a part of.

Laura Bahn is just one of the many youth who are taking advantage of this great opportunity.

"I have been able to meet new people and network at the Annual Business Conference," says Bahn, who is taking full advantage of the youth

mentorship program, with this being her third year involved. "I learned a lot during the workshops and presentations at the business conference."

Bahn grew up on her family dairy and cash crop farm in Green Lake County. She was very active in 4-H and FFA, showing cows and steers at two local fairs. She was also very involved in sports in high school including volleyball and basketball. Currently, she is a junior at UW-Madison majoring in dairy science and ag business management. After her family sold their cows this past August, she decided to add ag business management as her second major. On campus, she is a mem-

ber of the Badger Dairy Club, Sigma Alpha, Badger Pulling Quarter Scale Tractor Team, American Society of Agricultural and Biological Engineers, and Ag Business Club.

Bahn learned about PDPW's mentor program through the Badger Dairy Club and Susan Orth, PDPW's communications specialist. She has thoroughly enjoyed her experience in the program and has learned a lot from it.

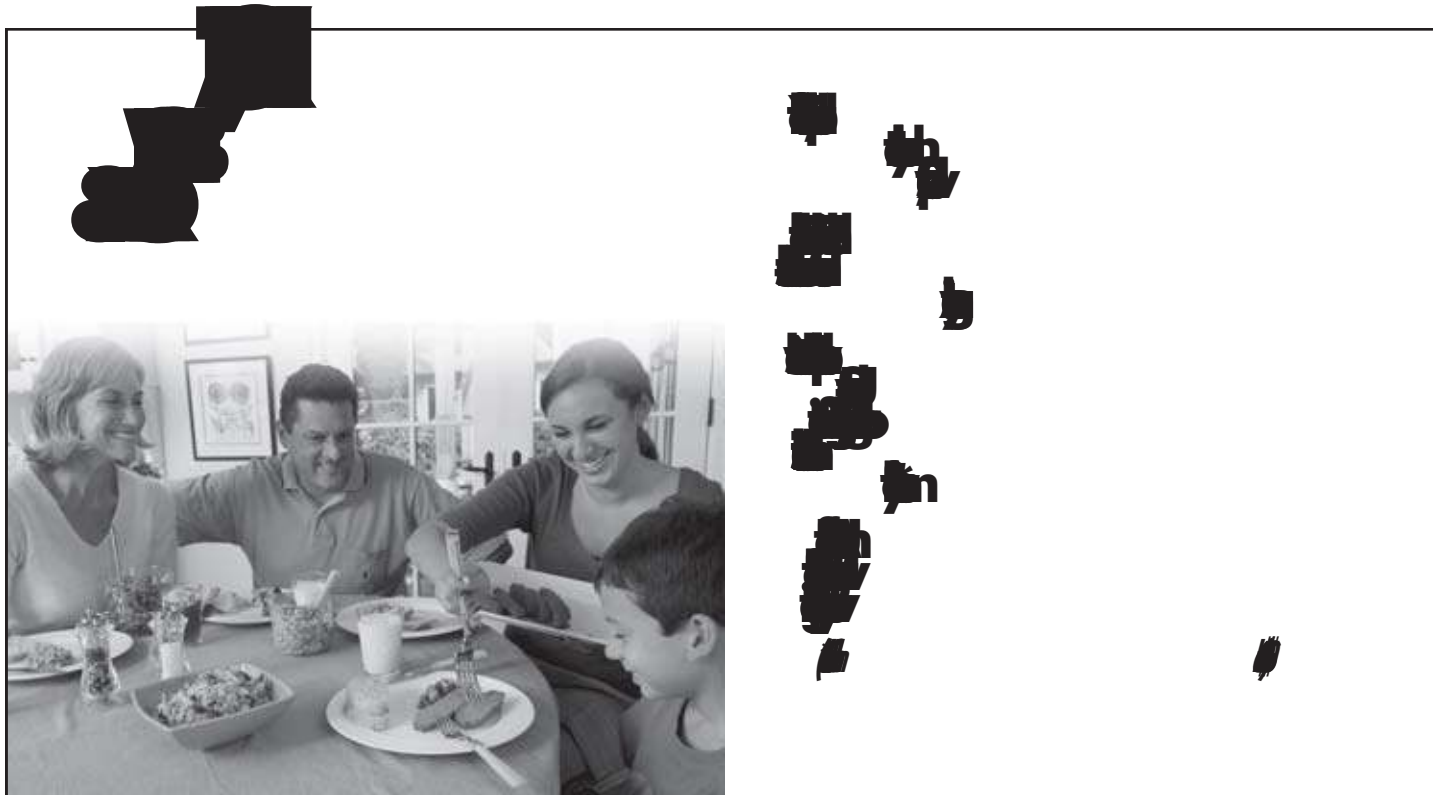
"Every year, on my farm visits, I learn about a new practice or technique the mentors use on their farms," she says.

Bahn strongly recommends that other youth in

SEE FUTURE, ON PAGE 30

"I like learning what is new and current in the dairy industry. I try to pick breakout sessions at the Annual Business Conference that are pertinent to my farm and take that information home to use."

~Nick Bohl
Udder Wise Dairy LLC,
Chippewa Falls, Wis.



A Legacy of Learning

The PDPW Education Foundation is committed to providing a legacy of learning for the dairy industry. Founded five years ago as the charitable arm of Professional Dairy Producers of Wisconsin (PDPW), the Education Foundation funds programs that keep dairy producers armed with tools they need to remain viable and ready for issues that face the industry, including food safety, environmental stewardship, image-related, youth and adult mentoring and development programs. The PDPW Education Foundation's outreach is broad, allowing more outreach and education from coast-to-coast.

We invite you to partic-

ipate in the auctions. Bid high and bid often as yours support is imperative for an impactful, long-living legacy. Along with the auctions, please consider adding the PDPW Education Foundation to your will or living trust. With your generous investment, we can ensure a legacy of learning for the dairy industry. We also encourage you to recognize someone special in your life. Give a donation to the PDPW Education Foundation in honor of or in memory of a friend or family member.

To learn more about donation and estate planning opportunities, contact the PDPW Education Foundation at 800-947-7379.

Future

CONTINUED FROM PAGE 29

the dairy industry become involved in the program. After her involvement in it, she says she plans to become a member of PDPW and take full advantage of the continuing education opportunities that the organization provides.

After graduation in December of 2009, she aspires to find an entry-level job in the agribusiness industry. She also hopes to be able to help with a FFA chapter somewhere, and she would eventually like to continue her education and earn a master's degree in Extension education to become a consultant or Extension agent.

Through the Mentorship Program this year, Bahn is working with Gary Tauchen of Bonduel. Tauchen is very involved in the State Assembly, where he was elected to serve the sixth district in 2006. He serves on four assembly committees including agriculture, rural affairs (vice chair), state affairs, and biofuels and sustainable energy. Tauchen has been involved in the dairy industry and has been a founding board member of numerous organizations including PDPW, Cooperative Resources International, and the Wisconsin Livestock Identification Consortium. In addition to his highly reputable list of involvement and achievements, he remains active on his family farm. He farms with three brothers and his parents, where they milk 1,000 cows and crop 1,700 acres of alfalfa, corn and wheat.

Since being elected to the legislature, Tauchen has not been able to be

as involved with the day to day operations on the farm. Previously, he served as a herdsman on the farm. They have hired a few other people to take over his responsibilities. Given that he is not currently as involved on the farm, his brother, Alan, is also working with Bahn so she can fully experience the PDPW Mentorship Program.

Tauchen and his family became involved with PDPW's Mentorship Program seven years ago, at the beginning of the program. They first became involved because they were asked to do so, but more importantly because they understand the importance of the youth in the dairy industry.

"I really think that students are our future," he says. "Everybody needs a mentor and someone they can talk to about the industry and it just makes it a lot easier for them to be able to relate to someone."

Tauchen says that through the program it's important to highlight the pluses and minuses, the problems that you have had, and the opportunities you have had both on the farm and related to organizations and involvement. He and his family plan to continue their involvement with this program.

"We just think it's a really good opportunity to share some of our knowledge and contacts, and introduce these young people to other people in the industry that really have made an impact and make them feel welcome," says Tauchen.

SEE TAUCHEN, ON PAGE 31

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The advertisement features a black background with a collage of white icons representing various aspects of the dairy industry, including a cow, a milk can, a cheese wheel, a milk carton, a farm building, and a person milking a cow. At the bottom left, the logo for Renaissance Nutrition is visible, and at the bottom right, there are several small, stylized icons.

Tauchen

CONTINUED FROM PAGE 30

"There is so much to learn - it's a constantly changing industry," he says. "That's what excites our family as things keep moving and there's all this change and you need to adapt."

Tauchen and his family are excited about the opportunity to mentor Bahn, as she's been through the program before and she is continuing to learn as much as she can about the industry and the different opportunities. She has toured their farm and talked with the Tauchens about how they got to where they are, as well as their plans for the future.

"We want to continue to keep growing but there's a lot of different ways to expand whether it's grow-

ing your herd, growing your acres, putting up a manure digester, or buying more land," says Tauchen.

He also says that it's important to talk to the student about their goals in life in order to find out ways in which you can help to provide them with some insight and direction.

As far as Tauchen's future plans go, he wants to stay involved in the legislature, especially in the area of agriculture and rural life where he hopes to help provide some direction at the policy level. Further, he plans to continue his involvement with the farm.

"I think this mentorship program is a phenomenal program because it provides an experience that is very positive, especially because you're working

with producers that are very, very successful and it gives a younger generation some exposure to what it takes, the sacrifices that you have to make, but yet what you can accomplish when you have a goal," says Tauchen.

Lenny Polzin, a student at UW-River Falls, is just another one of the many youth taking advantage of the PDPW Mentorship Program. He learned about the program through his academic advisor as well as the information that was provided to him by PDPW. This is his first year in the program and he plans to continue staying involved with it in the future.

"I have learned the importance of proper management as well as how to identify many different avenues of income which

can be generated from one operation," says Polzin.

He says that the program will help him specifically with his future plans by showing him different options that he can explore when starting his own business. He plans to complete his bachelor's degree in dairy science with a management option and minor in agricultural business, and graduate with high scholastic achievement. His future career goal is to become the owner of his family dairy farm, where they milk 100 Red & White Holsteins and crop 700 acres. Currently, his responsibilities on the farm include improving animal health and production through the use of the five-step milking pro-

SEE POLZIN, ON PAGE 34

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Wisconsin Cheese Makers Association: A Partner For Dairy

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~Chuck Ripp
Ripp's Dairy Valley LLC,
Dane, Wis.

The Wisconsin Cheese Makers Association (WCMA) was formed in 1891 as a classic advocacy organization to speak on behalf of cheesemakers, who to this day continue to put in 15-hour workdays.

The organization started with quality issues, reports John Umhoefer, executive director of WCMA. There were good and poor quality cheeses being produced at the time and the cheesemakers who formed the Association wanted a higher standard.

Over time, the organization evolved to include legislative and regulatory work, as well as education and promotion.

"We are now larger than we have ever been before," Umhoefer says. The cheese

industry is growing, adding more members to the Association. The industry has revitalized and now there are new entrepreneurs in the cheese business and WCMA. The group is also growing in the volume of cheese it represents as established members are producing more product. Cheese growth has been a steady 3 percent per year for many years, he reports.

A board of directors oversees WCMA. All 19 seats on the board are held by people in the industry, including all member types: manufacturers, processors and suppliers. The board has been growing in recent years to maximize input, Umhoefer says.

The biggest issue at hand for cheesemakers is

the economics of success or being profitable. All other issues impinge upon that. The WCMA's role is to try to make things fair and to deal with issues like the Federal Milk Marketing Order and regulatory fees.

"Our guys want two things - milk and a level playing field," Umhoefer says. "So many things at the state and federal level create an imbalance. Our members don't want an advantage over another state, they just want to be equal."

When all things in the market are equal the advantage will lie in a quality product.

"We're not afraid to compete on quality," he says, as Wisconsin has

SEE WCMA, ON PAGE 33

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WCMA

CONTINUED FROM PAGE 32
long been known for its art of making cheese.

The primary expectation of the Association by its members is that of lobbying for their rights.

The WCMA also has "very nuts and bolts" workshops on licensing and OSHA regulations, Umhoefer says.

One initiative they've developed is to enhance member education by providing cash reimbursements for attending university courses. This incentive has enabled cheesemakers to send more people than they might have originally intended and literally educate more members of the industry.

"We see the UW as a key partner," he says. Workshops put on by the Center for Dairy Research are "superb, state-of-the-art." Therefore, they try not to duplicate what the University is already doing and simply make it more available to their members.

A second initiative is the growing milk initiative. WCMA helped spur the return of Wisconsin advertising itself as a place to dairy by co-sponsoring a booth at World Dairy Expo in Madison and World Ag Expo in Tulare, Calif. WCMA also initiated the notion of attracting Dutch dairy farmers to Wisconsin.

"Wisconsin wasn't telling the world what a great place this was to dairy," he said, adding that the Department of Agriculture, Trade and Consumer Protection became a partner and leader in that effort.

To help fund WCMA and continue its 100-year tradi-

tion of promoting quality in cheese, the organization holds contests.

This year, WCMA will host the World Championship Cheese Contest March 11-13 at the Monona Terrace Convention Center in Madison. This contest has been taking place since 1891 and is a direct descendent of the organization.

"It's the granddaddy of all cheese competitions," says Umhoefer.

We can expect 2,000 cheeses and butters to be entered from all over the world. The entries will be judged by 30 judges from nine countries.

Since its inception in 1957, the World Championship Cheese Contest has grown rapidly and is now the largest international cheese and butter competition in the world.

People use this biennial competition as a check of their quality and more and more are marketing with it, putting their placing on the product's label.

"Our goal is to make it a household name," Umhoefer says. Statistics show Wisconsin does very well at the contest, he says, definitely better than other states.

The competition is open to public viewing at the Monona Terrace and live on the Internet. March 11-13, while judging is taking place, there will also be real-time streaming video and digital images on the

WCMA website at www.wischeesemakersassn.org.

This spring, WCMA will co-host the 2008 International Cheese Technology Exposition at the Alliant Energy Center in Madison.

"This event is a great cross-pollination of farmers and processors," says Umhoefer. "Farmers can attend and listen to what's on the minds of processors."

WCMA and the Wisconsin Center for Dairy Research invite cheese manufacturers and suppliers from across the nation and around the world to take part in the event.

Held in even-numbered years, the International Cheese Technology Exposition is an intensive combination of seminars, a trade show and social affairs.

In terms of processors, "it's the single best dairy show in the U.S.," he says. "Really, it's the only cheese equipment show in the U.S."

It is a highly accessible show, affordable and easy to do, he says. Producers are invited to walk the trade show April 22-24 for

free. However, there is a cost to attend seminars.

WCMA has worked to be a leader in the industry. It helped form the specialty cheese industry, turning the industry on to unique cheeses 15 years ago. "That has paid off," he says, with Wisconsin now home to more than 600 varieties, types and styles of cheese.

WCMA helped to form the one and only Master Cheesemaker program in the country, which has been a key marketing tool for many companies.

It has worked in the legislature on projects like the new dairy manufacturing tax credit, which will stimulate growth for the industry.

Instead of reacting, "we try to create opportunity and find niches," Umhoefer says.

One unseen aspect of the WCMA is that they act as a clearinghouse for cheese. They get calls every day wondering where certain types of cheeses can be found. "We are a billboard for the industry," he says, noting they kindly

SEE CHEESE, ON PAGE 36



John Umhoefer

Professional Dairy Producers of Wisconsin salutes the Wisconsin Cheese Makers Association for their generous sponsorship as a PDPW Corporate Sponsor and for their positive influence in the dairy industry.

"Our dairy producer members recognize and appreciate the Wisconsin Cheese Makers Association and their work in creating a positive future for the dairy industry," said Shelly Mayer, PDPW executive director. "In a diverse industry like the Wisconsin Dairy Industry, it is important that we work together for the good of the entire industry."

Enjoy delicious cheese, compliments of the Wisconsin Cheese Makers Association at the PDPW Annual Business Conference, March 11-12 in Madison, Wis.

Polzin

CONTINUED FROM PAGE 31

cess, providing proper feed rations, and assisting with maintenance and repair of machinery. In addition to those tasks, he feeds, vaccinates and identifies calves, as well as being responsible for cleaning and sanitizing animal eating areas, housing facilities and storage units.

Polzin has learned a lot through his mentor program and says that it will contribute to his future plans and goals.

"I have had the opportunity to visit an operation that is completely different than what I am normally accustomed to," he says.

His goals for his future operation include maintaining an operation that focuses on desired quality of life for its benefactors through sustained profitability and

labor efficiency. He says his herd will consist of Red & White Holstein cattle, in which he will raise all of the youngstock and sell breeding bulls.

"If you have even a slight interest in production agriculture I would highly recommend this program," says Polzin.

Through the program, he has the opportunity to be mentored by Gary Boyke of Fond du Lac. Boyke's family dairy consists of 1,350 cows, of which about 50 percent of them are 100 percent registered, while the rest are all identified. They also run 1,700 acres with 850 owned acres. The main goal and focus of the operation is to focus on cows and working with good cows.

The farm has been in the family for many years

with Boyke's grandparents first starting the operation. Until 1995, they were strictly a 100 percent registered, 60-cow dairy, highly involved in cattle merchandizing by selling cattle all over the world and doing a lot of embryo work in addition to putting over 100 bulls into AI. However, they felt they needed to grow the business and they decided to expand. They also maintain the thought process of growing the farm further in the future, in hopes that their kids become more involved.

Boyke's have been involved with the PDPW Mentorship Program for four years. They continue to remain involved in the program because they said that they feel it's important to give back and also provide some futuristic views for some of the young people that are going to be entering the dairy industry.

"I believe we need to keep growing our industry and we need good young people that can come into this dairy business and take over, grow the dairies and manage larger farms," he says. "Whether they're employees or owners, we need these good young people to come back to the dairies to be a part of production agriculture."

"I think all of us that have been in the business for a long time need to provide some mentorships and guidance to some of our young people to show them the opportunities that are out there and available in the dairy industry," says Boyke. "We need to certainly be willing to give back some of that time and help young people get a feel as to what this business is like."

Boyke plans to show Polzin their dairy and expose him to what they do and what it's like on a dairy their size. He says it's important to give him the opportunity to see a different way of doing things.

"Expansion isn't for everyone and I'm not saying everybody has to do it, but it's an avenue that we've went and I just want young people to keep an open mind about the possibility of what is available in agriculture," says Boyke.

He is responsible for taking care of employee management and issues, and also helps with the cropping on the operation.

"For me now, it's more providing the opportunity for the next generation to work into our dairy, give them a chance to get started, train them to take over and be able to handle a dairy," says Boyke. "It's more of a mentorship of my family and our children with the opportunity that's available and making it possible for them to get into the business and grow the business."

He plans to continue his involvement with the mentor program through PDPW, whether it's every year or every now and then, he says, especially if there is a student in the program who is looking to pursue a similar avenue like they have.

"It's really an opportunity that more students should be looking at," says Boyke. "I think PDPW goes over and beyond to provide these young people with these kinds of opportunities, and I think they should take advantage of trying to learn through these opportunities."

By Kelsi Hendrickson

Your Feeding Solution from Birth to Breeding and Beyond

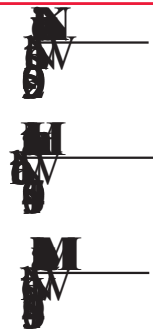
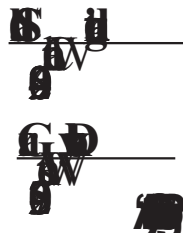
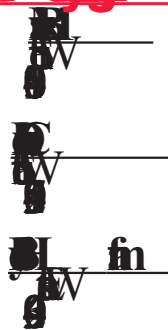


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Cheese

CONTINUED FROM PAGE 33

pass along information to potential buyers.

Similar to PDPW, WCMA is a networking resource for cheesemakers. Much like farming, it is a homogenous industry. Cheesemakers will often make cheese for each other when they need it and help out in crisis situations. "We are a people industry and a handshake is still good here," he says.

"These industries (dairy and cheese) are so interwoven," Umhoefer says. "Growing the cheese industry is all about growing the opportunity for marketing milk."

As Wisconsin cheese has grown in production every year, milk has marched right alongside. "Our members success is

reflected in the mailbox milk prices," he says.

Umhoefer says he is bullish about the industry's future. "We've found great niches and I think there will always be a dairy industry in this state.

"Everything you need to run a dairy farm is in Wisconsin and we've got that on the cheese side, too," he says. That infrastructure is here because the industry is healthy.

"Milk is here to stay in the Upper Midwest and it's even coming back. That's great news for the cheese industry here," he says. "We need a critical mass of processors, which draws support and markets to have a healthy industry."

By Karen Lee

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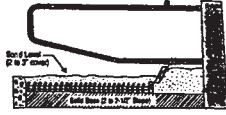
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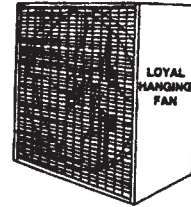
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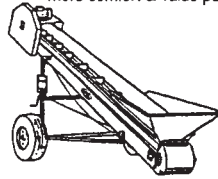
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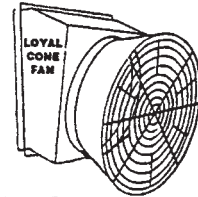


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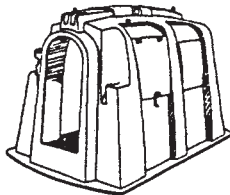


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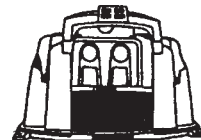


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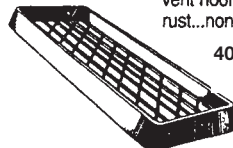
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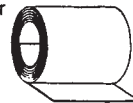
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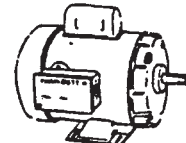
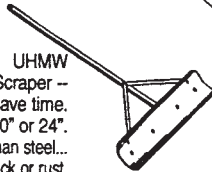


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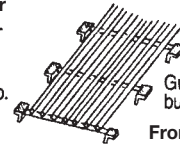
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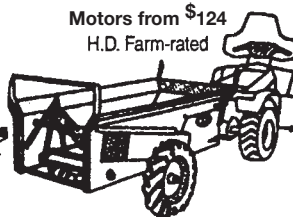
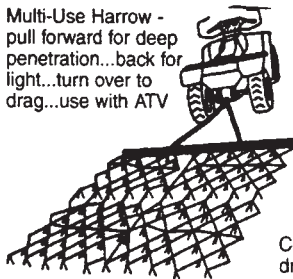
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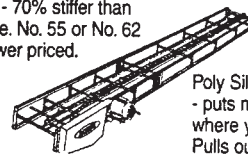
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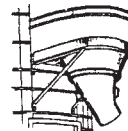


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PDPW Annual Business Conference Featured Speakers

LANCE BAUMGARD

A native of southwest Minnesota, Lance Baumgard, associate professor at the University of Arizona, concentrates his dairy research program on the energetics of the transition cow, heat stress and milk fat.

GENE BAUR

Co-founder and president of Farm Sanctuary, Gene Baur grew up in Hollywood, Calif., and worked in commercials for fast food restaurants. Today, Baur campaigns to raise awareness about the negative consequences of industrialized factory farming.

DOUGLAS BLOCK

Doug Block is the general manager of Hunter Haven Farms, Inc., locat-

ed south of Pearl City, Ill. Doug and his brother Tom, and their families, have enabled the farm to grow to 800 milk cows with 600 head of young stock and 1,700 acres of cropland.

BEN BRANCEL

Born and raised in Marquette County, Wis., Ben Brancel is now the fifth consecutive generation to farm his family's land. After managing a dairy operation for 22 years, Brancel now raises registered Angus. He served as secretary of the Wisconsin Department of Agriculture, Trade, and Consumer Protection under Governor Tommy G. Thompson and is now the Wisconsin state executive director for the Farm Service Agency.

MIKE BROWN

Mike Brown is the dairy economist for Glanbia Foods in Idaho. Glanbia Foods is the largest American-style cheese manufacturer in the U.S. and one of the largest whey ingredient producers.

KAY CALDWELL

As leader of training and leadership development for Southwest Airlines, Kay Caldwell helped build the famous culture that has made Southwest Airlines one of the top companies to work for in the world. She conducted training programs that helped employees achieve success personally and professionally.

L. GEORGE DANIELS, III

Executive Vice President and former General Manager of the *Farm Employers Labor Service*, L. George Daniels, III combines his practical background in agriculture with his experience and knowledge of labor laws, safety and labor relations. Daniels has worked with agricultural employers on a variety of topics since 1975.

DENNIS FRAME

Dennis Frame is a professor at UW-Extension and the co-director of the University of Wisconsin Discovery Farms Program. The Program is a producer-led research program that evaluates the impacts of varying farming systems on the environment.

ALVARO GARCIA

South Dakota State University Extension Dairy Specialist Alvaro Garcia brings both international experience and new-world

nutrition knowledge. He holds an M.S. and Ph.D. from the University of Minnesota, along with a College of Veterinary Medicine degree from Uruguay and years of global consulting experience.

CHANDLER GOULE

Chandler Goule brings nine years of Washington, D.C. experience with agriculture and trade policy. He is the staff director of the subcommittee on livestock, dairy and poultry. He supports the Chairman of the House Agriculture Committee, Congressman Collin C. Peterson (D-MN).

TEMPLE GRANDIN

Dr. Temple Grandin, a professor at Colorado State University, is known around the world as a friend of animals and has worked on the science side of animal behavior and well-being her entire career.

DERMOT HAYES

An international agricultural trade and farm policy expert, Dermot Hayes is the chairperson of the Trade and Agricultural Policy Division at Iowa State University Center for Agricultural and Rural Development.

PATRICK HOFFMAN

Patrick Hoffman is a professor in the Department of Ag and Ag Business and a dairy specialist for the Department of Dairy Science at the University of Wisconsin-Madison. Hoffman's responsibilities include applied dairy research and dairy outreach educational programs for UW-Madison. His research focuses on

SEE HOFFMAN, ON PAGE 41



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Hoffman

CONTINUED FROM PAGE 40
heifer growth and forage utilization by lactating dairy cows.

LLOYD HOLTERMAN

Rosy-Lane Holsteins owner Lloyd Holterman, along with his wife Daphne Holterman and Tim Strobel, milk 750 cows three times a day and farm 1,200 acres of crops in Watertown, Wis. Rosy-Lane Holsteins also merchandizes genetics, including 30 bulls to U.S. and foreign A.I. studs.

DAVID JELINSKI

As the director of the Land and Water Resources Bureau at the Wisconsin Department of Agriculture, Trade and Consumer Protection, David Jelinski is responsible for a variety of programs focusing

on farmland preservation, agricultural impact, state drainage, land and water resource management, livestock facility siting and conservation reserve enhancement.

GORDON JONES

Gordon Jones D.V.M. is the managing partner of Central Sands Dairy in Nekoosa, Wis. Jones also works for Quality Milk Sales as a production consulting specialist and a nutritionist for a 12 dairies in Michigan, New Mexico and Indiana, and he is the nutritionist and designer of Fair Oaks Dairy and Newberry Dairy in Fair Oaks, Ind.

CATHY MAHAFFEY

Cathy Mahaffey is a

licensed insurance broker for the Farmers' Health Cooperative of Wisconsin, which offers farmers and businesses a high-quality, cost-effective health insurance option.

MATT MCKNIGHT

U.S. Dairy Export Council vice president for export ingredient marketing and industry affairs, Matt McKnight is responsible for international marketing and promotional activities for skim milk powder, whey proteins, lactose and other dry U.S. dairy ingredients.

KEVIN MURPHY

Building on his over 20 years of communications experience, Kevin

SEE MURPHY, ON PAGE 44

"I'm amazed and overwhelmed with the booths at the PDPW Annual Business Conference. I like that the issues discussed in the sessions here are the same as we are experiencing in Minnesota."

~Doug Popp
Royalton, Minn.

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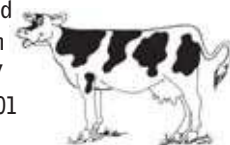
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Murphy

CONTINUED FROM PAGE 41

Murphy is the owner and founder of Food-Chain Communications, an organization devoted to helping food-chain stakeholders communicate more effectively within our modern food system.

MATT AND MANDY NUNES

Scientific Holsteins, located near Chippewa Falls, Wis., is owned and operated by Matt and Mandy Nunes. Both Matt and Mandy were raised in California, and the couple made their home in Oregon for seven years. The family then moved to Michigan in 1997, and in 2003, they relocated to Wisconsin.

DARYL NYDAM

Dr. Daryl Nydam grew

up in central New York State where his grandparents owned a mixed farm and his father was a practicing dairy veterinarian. Currently, this dynamic speaker is employed at Cornell University, where he is assistant professor of dairy health and production and co-director of the Summer Dairy Institute.

SCOTT O'GRADY

An Air Force fighter pilot, Captain Scott O'Grady was shot down over Bosnia while helping to enforce the NATO no-fly zone in an F-16. Alone – facing death, capture and the elements – he discovered within himself the spirit to go on and rely on the skills learned during

SEE O'GRADY, ON PAGE 45

O'Grady

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a lifetime of preparing for the unthinkable.

RUSSELL RASMUSSEN

Russ Rasmussen has served with the State of Wisconsin since 1991, initially with the Departments of Administration and Transportation and has worked for the Department of Natural Resources since 1998. He currently serves as the Director of the Bureau of Watershed Management.

GARY RUEGSEGGER

Gary Ruegsegger, along with his brother-in-law Ken Hein and father-in-law Phil Hein, own and manage Maple Ridge Dairy near Stratford, Wis. In the past 10 years the dairy has grown from 300 to 1,000 cows.

RANDY SHAVER

UW-Madison Department of Dairy Science faculty member and professor, Dr. Randy Shaver focuses his extension and research programs on applied nutrition of lactating dairy cattle.

PATTI STRAND

National Director of the National Animal Interest Alliance (NAIA), Patti Strand is a recognized expert and consultant on contemporary animal issues, most notably responsible dog ownership and the animal rights movement.

RICHARD STUP

Richard Stup is the manager of AgChoice Farm Credit's Susquehanna Valley branch. Formerly, Stup was director of Penn State's

Dairy Alliance program and responsible for educational programs in human resource management.

MICHAEL TASSOUL

Mike Tassoul grew up on a dairy farm in northeast Wisconsin, and he is currently working towards his M.S. from the Department of Dairy Science at the University of Wisconsin-Madison. Tassoul's research focuses on the utilization of starch digestibility laboratory assays in lactating dairy cattle and the impact of essential oils on dairy cows.

DAN TRUTTMANN

Dan and Shelly Truttman own and operate Truttman Dairy LLC,

SEE TRUTTMANN, ON PAGE 46

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Truttmann

CONTINUED FROM PAGE 45

a grass-based, spring calving dairy located near New Glarus, Wis. They, along with Dan's father Dwight and a several part-time employees, milk 170 cross-bred cows and operate 400 acres. The Truttmanns are in their 15th year of management intensive rotational grazing on the farm.

GEORGE TWOHIG

With over 30 years of experience, George Twohig is the senior member of the agricultural law firm of Twohig, Rietbrock & Schneider, Chilton, Wis. Twohig seeks to provide innovative, but practical, solutions to solving the unique planning and legal issues faced by farms and agri-businesses. He received his law degree from

Georgetown University.

REBECCA WITTIG

As Business and Community Outreach Coordinator for Mental Health America of Wisconsin, Rebecca Wittig, M.Ed., CHES, develops and provides trainings for businesses and organizations on mental health and wellness.

R. L. "DICK" WITTMAN

Dick Wittman manages an 18,000-acre Idaho family farm partnership involving grain, cattle and timber. He also provides consulting services in family farm business and financial management in the U.S. and abroad. A former FCS lender, he's served on numerous commodity and financial institution boards.

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Professional Dairy Producers of Wisconsin Calendar of Events

Annual Business Conference • March 11-12 Exhibition Hall, Alliant Energy Center, Madison, Wis.

As industry's premier event, the Annual Business Conference brings together the most innovative and progressive dairy producers. The culmination of PDPW and the dairy industry happens each year at the Annual Business Conference. In 2008, we're capitalizing on the connections PDPW provides as we're "Solving the Profit Puzzle."

This is your opportunity to network with producers, learn from them and take home a renewed vision for the future of dairy. As always, the 2008 conference will feature high-energy, motivational speakers offering solid information you can't find anywhere else! Check out the complete conference details on page 3.

Dairy Connect • March 18 UW-Fond du Lac, Fond du Lac, Wis.

Learn to effectively tell the story of agriculture, communicate the correct information and tackle the tough questions about the dairy industry with Dairy Connect, a communications training developed and coordinated by Professional Dairy Producers of Wisconsin (PDPW).

Attendees will learn to effectively communicate the correct information and tackle the tough questions about the dairy industry. Led by an expert national trainer, this one-day training will challenge and prepare you for the toughest situation and any "nightmare" questions.

Dairy Connect is a training program that will provide you with the speaking skills and communication tools necessary to ensure that your community, the general public and the media are aware of the positive story you have to tell.

Herdsmen Training • April 9 & 10 Locations to be announced

Be sure to attend the first-ever PDPW Herdsmen Training. Two, one-day seminars will be held allowing dairy producers to take home new options and solutions that can be immediately implemented on your dairy. These hands-on, interactive trainings will showcase the latest in dairy cow reproduction management, illness and disease prevention, and diagnosis and treatment.

Featured speaker, Dr. Roy Ax, University of Arizona, will focus on reproduction, highlighting techniques and management options. Dr. Ax is a former Animal Sciences Department head who has had a distinguished career in the field of reproductive physiology. Prior to joining the University of Arizona in 1990, he worked as a professor of dairy science at the University of Wisconsin at Madison for 11 years. Currently Dr. Ax teaches undergraduate courses and conducts research in the fields of reproductive physiology. He also serves as an Adjunct Professor in the University of Arizona Department of Obstetrics and Gynecology.



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