

GROW YOUR GOVERNANCE
— FROM —
STRONG  **STELLAR**

BOARD AND EXECUTIVE DEVELOPMENT
BROUGHT TO YOU BY FCC SERVICES



WE SEE GOVERNANCE AS A GROWTH OPPORTUNITY.

Today's organizations are operating in an environment of greater volatility, faster change and higher stakes than ever before. We provide board, executive and leadership development resources that are uniquely tailored to our clients' specific challenges and these dynamic times. This approach is *proven* to support progress, heighten productivity and grow potential.

Growing your governance from strong to stellar? *It starts here.*



WHAT IS YOUR CHALLENGE?

We fully respect that your organization is unique, your time is limited and your responsibilities are expanding. It's true for every client we serve. Which is why we start from a *solutions* perspective. Once we understand your most pressing needs, we can rapidly guide you in the right direction.

From board development, governance consulting and succession planning to board and peer evaluations, risk management and insurance programs, FCC Services has your governance solution.

If your key challenge is...	Risk Management	Succession Planning
	<ul style="list-style-type: none"> ■ What new risks are on the horizon and are you prepared to manage them? 	<ul style="list-style-type: none"> ■ Are you ensuring a legacy and continuity?
	<ul style="list-style-type: none"> ■ Are you able to take advantage of new business ideas and innovative thinking 	<ul style="list-style-type: none"> ■ Do you have a formal approach for board and executive succession planning?
How FCC Services can help:	<p>We can assist your directors to better understand and act on opportunities while managing the associated risks.</p>	<p>We can assist you with strategic talent management and succession planning, director transitions and executive selection.</p>



DEVELOPING YOUR LEADERS TO BETTER YOUR ORGANIZATION.

You and your organization choose your degree of involvement.

Organizational Commitment

Our governance series, director conferences, strategic planning and consulting services offer your directors the opportunity to raise the level of board and organizational performance.

This is an investment in the success of your organization. Of special interest:

- Our **Advanced Governance Series** for Co-Op Directors (see page 4)
- Our **Premier Governance Series** for Farm Credit Service Directors (see page 6)
- **Strategic Planning Summits** for executives and directors

Individual Development

We offer influential conferences, leadership development programs and experiential learning opportunities that strengthen the skills of your directors, executives and teams. Participants benefit from collegial networking and exceptional thought leaders.

Governing and Growing	Leadership and Strategy	Financial Responsibilities
<ul style="list-style-type: none"> ■ Is your organization performing to its full potential? 	<ul style="list-style-type: none"> ■ Do your board members and management complement each other during the strategic planning process? 	<ul style="list-style-type: none"> ■ Do your directors understand their legal and fiduciary responsibilities to the cooperative?
<ul style="list-style-type: none"> ■ Are there new growth strategies you should explore? 	<ul style="list-style-type: none"> ■ Should the organization maintain the current course or change direction? 	<ul style="list-style-type: none"> ■ Does your organization have sufficient resources to carry out its strategic business objectives?
<p>We can help your directors better understand and act on opportunities while managing the risks.</p>	<p>We can provide guidance and education on developing a strong, clear direction for your board and organization.</p>	<p>We can help your directors gain a greater understanding of their responsibilities, and how to ask the right questions to support the strategic plan of the organization.</p>



Developed solely for co-ops, our Advanced Governance Series (AGS) merges timely, content-rich courses and dynamic collegial interaction. Focus is given to the complexities of governance today and fiduciary responsibilities directors face. The result is a proven path to higher board performance and greater confidence for directors seeking substance and significance.

Instructors for this series are carefully selected for rigor and relevancy in their subject matter. FCC Services further assures that each is current in the nuances of the cooperative business model, the current and emerging environment and the unique needs of each AGS group. The model:

CONVENE

We assemble a group of eight to 10 cooperatives with similar interests and issues. Each group selects a chairperson to assure priorities are met.

COMMIT

Participants agree to an initial three-year commitment to secure funding and ensure director buy-in.

CUSTOMIZE

Each AGS group determines schedule, module sequence and need for tailored content and material.

ADVANCED GOVERNANCE SERIES CORE MODULES

Six core modules provide AGS participants a solid foundation for leadership decision-making. Content can be further customized to meet the specific needs of the group.

Excellence in Board Leadership

This 2-day module focuses on leading among equals. Directors learn their own leadership style, as well as when it's beneficial and when it's not. Board dynamics and facilitation skills are addressed.

Strategy Alignment and Execution

This 1.5-day module delves into the art and science of strategy and the complementary roles board and management play in the strategic planning process. Directors focus on organizational differentiation and the impact of maintaining or changing their current course.

Financial Direction of the Enterprise and Managing Risk

This 2-day module addresses today's economic volatility and geo-political shifts. Highly interactive, it's geared to help directors understand decisions in the broader scope of information and possibilities.

Human Capital as a Resource

Highly interactive, this 1.5-day module focuses on high-profile subjects such as CEO succession, executive compensation, talent management and crisis management. Case studies spark healthy dialogue.

Gettysburg Leadership Experience

This experiential, 3-day module uses the Battle of Gettysburg and the leadership styles and choices of its leaders to explore current governance needs. The classroom/battlefield context provides powerful, lasting lessons.

Lewis & Clark Experience

Imagining a Different Future...Portaging into the Unknown...Creating a Lasting Legacy: these pivotal themes come alive in this 2.5-day module. Meriwether Lewis and William Clark's 1803 trek into the uncharted West provides an optimal context for discovery.

ADDRESS ISSUES HEAD-ON

“The governance training we’ve received through FCC Services has been tremendously helpful, particularly in terms of communication. This training stresses how important it is to identify and address issues head-on. Our board is really changing— younger members, different perspectives—so new dynamics are coming into play. What our members have learned is helping us work better as a team.”

— **JOHN WAYMIRE**
BOARD DIRECTOR, PAST CHAIR,
TRUPOINTE COOPERATIVE



Directors of Farm Credit boards face complex challenges—from mergers and technology decisions to economic, commodity, political and global volatility. The Premier Governance Series (PGS) helps heighten board performance and individual competence by connecting directors with subject matter experts and peers sharing their perspective.

PGS instructors are carefully chosen for their ability to provide fresh information and thinking. Further, FCC Services educates every instructor on Farm Credit System nuances and the specific PGS group's needs. The model:

CONVENE

A five-member Steering Committee is selected from the PGS Membership Group. This committee provides guidance to the FCC Services PGS team on the group's priorities and serves as the voice of the PGS Membership Group.

COMMIT

Participants in the PGS group agree to an initial three-year commitment. This secures funding and ensures all directors are able to complete the program.

CUSTOMIZE

PGS is built on six core modules, essential to governance excellence. Once the group determines module timing and sequence, we customize content—and develop new modules—to meet group-identified needs and challenges

PREMIER GOVERNANCE SERIES CORE MODULES

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Human Capital as a Resource

Highly interactive, this 1.5-day module focuses on high-profile subjects such as CEO succession, executive compensation, talent management and crisis management. Case studies spark healthy dialogue.

Financial Markets Overview

This 2-day module deepens understanding of board fiduciary responsibilities by exploring capital/debt markets, the market impact on geo-political situations and global economics, and the parameters/advantages of Government-Sponsored Enterprise status.

Gettysburg Leadership Experience

This experiential, 3-day module uses the Battle of Gettysburg and the leadership styles and choices of its leaders to explore current governance needs. The classroom/battlefield context provides powerful, lasting lessons.

OPTIONAL MODULE

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HIT THE JACKPOT

“It's one thing to be told something in a class.

It's another to take two days and work on a specific topic.

To dedicate that time, focus on issues beyond your own

organization and gain a more global understanding yields a

strong return. As an outside director working with elected

directors, I also find this training a great way for us to find

common ground and develop a common language. To me,

we've hit the jackpot.”

— **BRIDGET SCHNEIDER**
APPOINTED DIRECTOR,
FARM CREDIT ILLINOIS



WE DELIVER EXCEPTIONAL LEARNING EXPERIENCES.

Along with our Advanced and Premier Governance Series, we provide signature courses, influential conferences and experiential encounters that take governance development to new levels. We bring in thought-leaders of national note to expand the conversation. Moreover, we move out of the box and out of the classroom to provide your directors, executives and teams the knowledge and networking emerging needs demand.

Make it an adventure!



STEP INTO A LANDSCAPE WHERE LEADERSHIP LIVES.

FCC Services offers two experiential governance-training opportunities that take participants to the site of extraordinary, nation-changing events. In retracing historic decisions, they gain insights into current challenges and strategies for moving forward.



The Gettysburg Leadership Experience

Walk the fields of this historic battlefield. Hear the echoed conversations of famous generals. Learn how communication, legacy thinking and personnel issues changed the course of battle.



The Lewis & Clark Experience

Set your compass for Montana and your time-travel for the early 1800s. The portage from this Lewis & Clark site will open horizons for decades to come.



WHAT'S ON YOUR HORIZON?

When you survey the challenges on your governance horizon, what do you sense is missing? If the answer involves proven guidance, strategic thinking and pragmatic peer advice, we strongly encourage you to talk with us.

We also understand that some governance challenges are too specific to the organization to be addressed fully by an established solution. Our expertise enables us to hear your concern, analyze the options and customize a pragmatic approach. *Ask us.*





COMPREHENSIVE RESOURCES SUPPORT YOUR SUCCESS

We offer a full range of targeted programs and expert-guided services to complement your governance goals and facilitate your strategic plan. These diverse resources can enhance and extend your organization's internal strengths as conditions change and new challenges emerge.

SUSTAINABLE SUCCESS

“Having gone through a formal selection process myself, and also participating in a number of executive searches while on the Funding Corporation board, I supported using an outside firm. We decided to use FCC Services for our succession planning and CEO selection because they have a solid process, positive feedback from others in the System, knowledgeable consultants and are great fit for our board.”

— **ANDY LOWREY**
BOARD CHAIR,
CAPE FEAR FARM CREDIT

Captive Insurance and Alternative Risk Management

We specialize in group captive insurance companies and public entity pools. With more than 35 years of experience in captive and alternative risk management, we work with our clients to better manage their insurance needs—cost coverage, service and capacity.

Superior Risk Management

Property and Casualty Risk Management—We offer a comprehensive range of property and casualty risk management and loss prevention programs. We support our clients by developing a customized risk management strategy based on their needs and operational challenges.

Legal and Consulting Services

Our general counsel and special purpose legal and consulting services are built on decades of first-hand experience with Farm Credit System cooperative organizations. We regularly assist organizations whose legal or consulting needs in compliance and governance—areas such as standards of conduct, director nominations and elections, board policies and bylaws—don't warrant a full-time professional staff.

Succession Planning and Executive Selection

We can help you integrate succession management into your strategic plan to prepare for top-level change, mitigate the risk of losing key employees and give your exceptional talent a reason to stay. We utilize powerful tools, research, assessments and processes to craft a succession plan customized to your organization.



Board and Peer Evaluations

The Board and Peer Evaluation process provides the opportunity to discuss board dynamics and responsibilities with a neutral party. The information gathered during the process is utilized to better leverage strengths, pursue targeted development for enlightened policy-making, and handle any discontent on issues with objectivity.

Strategic Planning and Facilitation

With decades of service to cooperative management teams and boards of directors, our experienced consultants bring expertise to strategic planning and facilitation. We can assist in creating strategic direction, aligning your culture and business strategy, merger/acquisition/consolidation management and facilitating board and executive management conversations, meetings and objectives

Leadership Development

Our diverse range of leadership education resources is designed to raise the level of board performance and strengthen the leadership skills of executives and high potentials. These include our series of innovative and engaging Leadership Development Programs for mid and senior level leaders, and our unparalleled Gettysburg Leadership Experience.

Influential Conferences

Our conferences are strategically designed with an integrated learning approach, increasing knowledge and influencing positive change from the board of directors and senior leadership teams. Director Leadership Conference brings boards of directors and executives together to think differently and bigger about today's most important challenges.

Governance Consulting

Director development consulting requires innovation and sophistication. Our consulting team has experience in designing, delivering and facilitating governance, leadership and organization development programs to clients in a variety of industries. We offer a unique approach and bring a profound level of expertise to our clients' governance development.

ABOUT FCC SERVICES

Since 1975, FCC Services has worked with the Farm Credit System, agribusinesses and cooperatives to help them achieve organizational and operational excellence. Today, we are a business service and consulting firm that works with clients in a variety of industries to manage their risks, maximize their collective buying power and promote excellence in their organizations and boardrooms. Headquartered in Denver, Colorado, with approximately 60 employees, FCC Services is proud to serve a wide range of clients across the United States.



WE HAVE IT ON THE BEST AUTHORITY... OUR GOVERNANCE DEVELOPMENT CLIENTS.

Fewer constants, more variables and increasingly rapid change: that's the future. We rely on input from satisfied clients to optimize our programs and services. Which makes reflections such as these our best argument for your involvement. We look forward to hearing from you.

YOUR PERSONAL INVITATION...

“The feedback I receive from cooperative and Farm Credit directors tells me our governance programs deliver value and further vision. They strengthen an organization’s internal guidance system and position it to respond to the anticipated and the wholly unexpected. I encourage you to learn more about our programs and services as you survey your organization’s future.”

— **SCOTT BINDER**
PRESIDENT AND CEO,
FCC SERVICES

A Deeper Understanding

We were looking for something deeper in terms of governance training. Seven of our nine directors have now gone through the first five AGS modules, and the others have completed three. It has changed things for them...for us. They ask deeper questions. They really want to know about policies and procedures. There's a different tone in our boardroom.

— **DOUG HOFFMAN** PRESIDENT AND CEO, WILCO, OREGON

Empowers Decision Making

Our board has always stressed the importance of ongoing education and involvement in the industry. Becoming part of AGS was a way for us to step up our game. What it has done is empower board members to bring knowledge they have gained through the classes to issues we're currently facing, such as strategic, financial or succession planning. We also learn directly from other co-ops facing what we are. AGS is definitely a force in helping us move forward.

— **SUSAN TRONCHETTI** BOARD CHAIR, WEST CENTRAL COOPERATIVE, IOWA

Enhanced Board Productivity

I've experienced PGS in two ways—as a CEO and also serving on the planning committee. I can confirm the quality of the instructors is second to none. The modules are being fine-tuned continuously to make them more timely and relevant. Most of our organization's directors have completed the full series. It has improved the efficiency of our board; we are now much more productive. We see a big payback from our investment.

— **MARC KNISELY** CEO, UNITED FCS, MINNESOTA/WISCONSIN

The Highest Standard

I chair the governance committee at CoBank. Those who complete these PGS courses know best practices. They know there are lines you don't cross. And because they're informed, we reach better decisions in the right way. Things run more smoothly. The segments I attended were excellent, and information is always current, fresh and valuable. It's a great series.

— **MARY FRITZ** BOARD CHAIR, FARM CREDIT COUNCIL, BOARD DIRECTOR COBANK, COLORADO