

MONASH UNIVERSITY

in association with the

*Co-operative Federations of New South Wales, Queensland, South Australia,
Victoria and Western Australia and the New Zealand Co-operatives Association*

Invite you to participate in an international forum on the key issues and challenges for the future of your co-operative:

- **New Governance Structures- with an international researcher**
- **Member communications and ideas for integrated annual governance reviews – with recognized experts**
- **The CEO-Board relationship and the Challenge of Chairmanship - with co-operative leaders**

Join us at

THE NINTH ANNUAL AGRIBUSINESS CO-OPERATIVE LEADERSHIP AND GOVERNANCE FORUM

*THE 9th Annual SIR JOHN MONASH GOLD MEDAL AWARD
for
AGRIBUSINESS CO-OPERATIVE DIRECTORS*

*and
inductions into the*

**AUSTRALASIAN AGRIBUSINESS
CO-OPERATIVES HALL OF HONOUR**

**CROWNE PLAZA HOTEL, DARLING HARBOUR
SYDNEY, AUSTRALIA**

SATURDAY 18th and SUNDAY 19th November 2006

FARMBIS

Participants may be eligible for a FarmBis refund for some course costs.

Visit the web site www.farmbis.gov.au for further details

*Please contact the FarmBis program in your state **BEFORE** commencement of the forum.*

*New South Wales: NSW Rural Assistance Authority
free call: 1800 678 593*

*Northern Territory: Business Services Branch, DPIF
phone: 08 8999 2317*

Queensland: FarmBis State Coordinator, phone: 07 3239 2325

*South Australia: Primary Industries and Resources
free call: 1800 182 235*

Tasmania: Dept Primary Industries, phone: 03 6233 2817

Victoria: Rural Finance Corporation, phone: 03 9243 2600

Western Australia: Agwest, free call: 1800 198 231

The 2006 Agribusiness Co-operative Leaders' Forum is presented with the support of:

RABOBANK

Sponsor of The Rabobank Fellow in Agribusiness Co-operation at the 2006 Agribusiness Co-operative Leaders' Forum

Rabobank is one of Australasia's leading and most respected rural financiers, and is the world's leading specialist agribusiness bank. With offices in 34 countries and over 9 million clients globally, Rabobank ranks among the world's 50 largest banks on assets.

In New Zealand and Australia Rabobank provides customised banking and finance solutions to businesses involved at all points along the food and agribusiness value chain, from the farm gate through processing, retail and import/export.

To find out more, in Australia call (02) 8233 8400 or in New Zealand call (09) 375 3700. Or visit www.rabobank.com.au or www.rabobank.co.nz

Piper Alderman

Sponsor of The Piper Alderman Chairman in Residence at the 2006 Agribusiness Co-operative Leaders' Forum

Piper Alderman is a national Australian law firm. It acts for some of Australia's largest agribusiness organisations and co-operatives involved in the wine, dairy, grain, timber, cotton, nut, fruit and horticultural sectors.

For professional legal advice based on a long term commitment to the co-operative and agribusiness sectors, please contact Piper Alderman.

*Contact: Charles Bagot, Phone +61 2 9253 9999
www.piper-alderman.com.au*

Rimfire Resources

Sponsor of The Rimfire Resources Chief Executive Officer in Residence at the 2006 Agribusiness Co-operative Leaders' Forum

Rimfire Resources is a specialist Australian company committed to delivering people and information solutions to agribusiness. Rimfire Resources understands your business and can really add value as your agribusiness partner.

*For all your agribusiness recruitment needs contact:
Mick Hay, Brisbane 07 3876 5567 and Nigel Crawley, Melbourne 03 96769900
www.rimfireresources.com.au*

***THE RABOBANK FELLOW IN AGRIBUSINESS CO-OPERATION
for the
2006 AGRIBUSINESS CO-OPERATIVE LEADERS' FORUM***

DR. FABIO CHADDAD
Ibmec Business School, Sao Paulo, Brazil

Fabio Chaddad is an internationally recognized authority on structural change in co-operatives that have adapted to competitive challenges. A graduate of the University of Sao Paulo in Brazil and the University of Missouri- Columbia, USA, he completed his PhD on agricultural co-operatives with Professor Michael Cook at the University of Missouri and was awarded the Edward G. Nourse Award for Outstanding Doctoral Dissertation from the National Council of Farmer Co-operatives in the USA. He has researched and consulted to co-operatives throughout the world particularly in relation to governance structures, investment behaviour and supply chain management.

***THE PIPER ALDERMAN CHAIRMAN IN RESIDENCE FOR
THE 2006 AGRIBUSINESS CO-OPERATIVE LEADERS' FORUM***

DARRAL ASHTON
Chairman, Batlow Fruit Co-operative

Darral Ashton is the Chairman of a leading Australian fruit co-operative. The Batlow Co-operative Packing Company was formed in 1923 and commenced operations in 1924, packing over 34,000 cases of apples and pears. The Batlow Fruit Co-operative continues to market its fruit mainly through a panel of agents that operate at the Sydney, Brisbane and Melbourne Markets representing 75 Australian growers which produce 2 million boxes of apples for market each year.

***THE RIMFIRE RESOURCES CHIEF EXECUTIVE OFFICER IN
RESIDENCE FOR THE 2006 AGRIBUSINESS CO-OPERATIVE
LEADERS' FORUM***

MURRAY SMITH,
CEO, Coleambally Irrigation Co-operative Limited

Murray Smith is the CEO of an irrigation co-operative that covers some 79,000 ha of intensive irrigation, 42,000 ha irrigation/dry farms and 297,000 ha Outfall District stations delivering water supply to 473 farms owned by 364 business units. Irrigation water is used for crops such as rice, wheat, barley, oats, canola, soybeans, maize, sunflowers, lucerne, grapes, prunes and pastures for sheep and cattle. Irrigation has turned what used to be less productive land into highly productive land, which produces a diverse range of food that ends up on the dinner tables of many Australians. Export of produce is also an important market with 80% of rice destined for overseas countries

**KEY TOPICS FOR THE 2006 AGRIBUSINESS CO-OPERATIVE
LEADERS' FORUM**

**NEW GOVERNANCE STRUCTURES FOR USER OWNED ENTERPRISES:
AN INTERNATIONAL COMPARISON OF INNOVATIVE CO-OPERATIVES**

Dr. Fabio Chaddad, Rabobank Fellow in Agribusiness Co-operation, Ibmec Business School, Sao Paulo, Brazil will discuss emerging innovative co-operative models including alternate ownership and governance structures, residual claim rights, distribution of benefits and the strategy-structure interface. After considering a number of international case studies including Land O' Lakes, Dairy Farmers of America, Campina Melkunie, Walgett Special One Cooperative, Tatura Milk Industries, Fonterra Co-operative Group, and a range of new generation co-operatives, five non-traditional co-operative models will be discussed in detail. This session will be interactive and participants will be encouraged to discuss these innovative structures in relation to the governance of their own co-operative and consider alternatives given a range of strategic scenarios.

STRATEGIES FOR MEMBER COMMUNICATION Co-operatives should have a clear communication strategy to engage and activate membership if they are to remain relevant and maintain member loyalty. **Peter Gates, CEO of The Mercury Centre** will outline the objectives of a communication strategy and discuss cost effective ways to communicate with members through a range of formats and techniques including publicity and promotion.

INTEGRATED GOVERNANCE REVIEW. **Peter Kaye, Principal Consultant with the Consultgroup** will discuss the implementation of a corporate governance review to enable the board of your co-operative to collectively improve the systems, policies and practices that directly impact on the performance of your co-operative.

THE CEO-BOARD RELATIONSHIP. **Murray Smith, Rimfire Resources CEO in Residence and CEO of Coleambally Irrigation Co-operative Limited** will discuss the dynamics of the CEO-Board relationship, which is central to the successful governance of co-operatives.

THE CHALLENGE OF CHAIRMANSHIP. **Darral Ashton, The Piper Alderman Chairman in Residence and Chairman, Batlow Fruit Co-operative** will provide his personal perspective on the role of the co-operative chairman.

CASE STUDY **Fabio Chaddad** will lead a case study discussion session centred on the challenge of governing a Brazilian co-operative that has undergone structural change.

THE PROGRAM

SATURDAY 18th November 2006, BLACKWATTLE ROOM

10.00 am Arrival, registration and morning tea

10.45am Welcome and opening of program

11 am to 12.30 pm New governance structures for user owned enterprises – an international comparison of innovate co-operatives.

**Dr. Fabio Chaddad, Rabobank Fellow in Agribusiness Co-operation,
Ibmec Business School, Sao Paulo, Brazil**

12.30pm to 2.00pm Lunch

2.00 to 3.00 pm Strategies for Member Communication
Peter Gates, CEO, The Mercury Centre

3.00 to 3.30pm Afternoon tea

3.30 to 4.30 pm Developing an integrated annual governance review for your co-operative **Peter Kaye, Consultgroup**

4.30 to 5.30 pm The CEO-Board Relationship
**Murray Smith, Rimfire Resources CEO in Residence and
CEO, Coleambally Irrigation Co-operative Limited**

5.30 to 6.30 pm Introduction to case study and formation of syndicates

7.30pm DINNER AND PRESENTATION OF the 9th annual
SIR JOHN MONASH GOLD MEDAL AWARD
and inductions into the Australasian Agribusiness Co-operatives Hall of Honour

SUNDAY 19th November 2006, BLACKWATTLE ROOM

**8.30 to 11am Case study presentations and discussion:
Dr. Fabio Chaddad, Rabobank Fellow in Agribusiness Co-operation,
University of Sao Paulo, Brazil**

11 to 11.30 am morning tea

11.30am to 12.30 pm The challenge of chairmanship
**Darral Ashton, Piper Alderman Chairman in Residence and
Chairman, Batlow Fuit Co-operative**

12.30 to 2.00pm Lunch

2 to 3.30pm Roundtable discussion with Dr. Fabio Chaddad, Murray Smith and
Darral Ashton

3.30 to 4.00pm Close of program and presentations by sponsors
Rabobank, Piper Alderman Lawyers and Rimfire Resources

THE LOCATION

Crowne Plaza Darling Harbour, known as “The Place to Meet” is conveniently located on the CBD side of Darling Harbour and is easily accessible from Sydney Airport and a short walk from major downtown shopping. Major attractions nearby are Darling Harbour, Sydney Aquarium, King Street Wharf, National Maritime Museum and Chinatown.

CROWNE PLAZA DARLING HARBOUR,

150 DAY STREET, SYDNEY, NSW

PHONE: 61 (0)2 9261 1188 FAX: 61 (0)2 9261 8766

EMAIL: hotel@crowneplazadarlingharbour.com.au

WEBSITE: www.crowneplaza.com.au

**Note forum costs cover accommodation for Saturday night ONLY.
Accommodation for additional nights should be booked directly with the Crowne
Plaza Darling Harbour, but inform them you are attending the Monash
University forum.**

REGISTRATION

THE MONASH UNIVERSITY AGRIBUSINESS CO-OPERATIVE LEADERS FORUM

THE SIR JOHN MONASH GOLD MEDAL AWARD FOR AGRIBUSINESS CO-OPERATIVE DIRECTORS

and inductions into the Australasian Agribusiness Cooperatives Hall of Honour

Saturday 18th November and Sunday 19th November,
Crowne Plaza Darling Harbour

**FAX TO: DR. LAWRIE DOOLEY, AGRIBUSINESS PROGRAMS DIRECTOR,
MONASH UNIVERSITY, FAX NO: (03) 9903 2718**

(1) YES, I will be attending the co-operative leaders' forum (**\$985 per person including tuition costs, accommodation, meals, course notes and Monash University Certificate**)

Signature.....

NAME.....Position.....

Organization.....

Address.....

.....postcode.....

PHONE NO:.....FAX NO:.....

EMAIL:.....

(2) Accompanying non-participants (\$285 includes all meals, accommodation and access to facilities)

Name(s):.....

(3) Extra dinner guests for Saturday 18th November (\$85 per person)

Name(s).....

TOTAL PAYMENT: \$985 + (2) + (3) if applicable

Note: all payments are in Australian dollars and inclusive of GST

Payment by cheque made payable to: MONASH UNIVERSITY

(ABN: 12 377 614 012) and forwarded by 1st November TO:

**Agribusiness Co-op Forum, ATTENTION: DR. LAWRIE DOOLEY,
Agribusiness Programs Director, Department of Management,
Monash University, PO Box 197, Caulfield East, VIC. 3145 Australia**

For credit card payments circle one: Visa / Mastercard / Bankcard

Cardholders Name.....Debit Amount \$.....

Card number.....Expiry date.....

Note forum costs cover accommodation for Saturday night ONLY. Accommodation for additional nights should be booked directly with the Crowne Plaza Darling Harbour and paid for separately, but mention you are attending the Monash University Forum.

***THE SIR JOHN MONASH GOLD MEDAL AWARD
FOR AGRIBUSINESS CO-OPERATIVE DIRECTORS***

This award seeks to recognise outstanding contributions by co-operative directors and is open to all current agribusiness co-operative directors in Australia and New Zealand. The winner will be selected by a prestigious judging panel based on the following five **key selection criteria**:

- **Sustained and substantial contribution to the ideals of the co-operative movement**
- **Demonstrated leadership and policy innovation**
- **Contribution to sustained growth and profitability of a co-operative**
- **Demonstrated capacity to cooperate with internal and external stakeholders**
- **Demonstrated capacity to balance a market oriented, global vision while still meeting local member needs**

Applications which address these key selection criteria within **two typed A4 pages** should be forwarded by **1st NOVEMBER** to:

***AGRIBUSINESS CO-OPERATIVE DIRECTORS AWARD
ATTENTION: DR. LAWRIE DOOLEY, AGRIBUSINESS PROGRAMS
DIRECTOR,
DEPARTMENT OF MANAGEMENT, MONASH UNIVERSITY,
PO BOX 197, CAULFIELD EAST, VICTORIA 3145***

***PHONE: 03-99032757 FAX: 03-99032718
EMAIL: lawrence.dooley@buseco.monash.edu.au WEBSITE: www.agribis.net***

The winner of the 2006 award will be announced on Saturday 18th November at the Dinner of the Agribusiness Co-operative Leaders' Forum.

The decision of the judging panel will be final and no correspondence will be entered into. **Application form overleaf.**

Profiles of previous winners are on our WEBSITE: www.agribis.net

**APPLICATION FOR SIR JOHN MONASH AWARD FOR
AGRIBUSINESS CO-OPERATIVE DIRECTORS**

NAME OF APPLICANT:.....

Signature of applicant:.....

NOMINATED BY: (optional).....

Signature of nominator:.....

Current position of applicant:.....

Organisation.....

Address.....

.....Postcode.....

Phone.....Fax.....

Declaration:

*I certify that the attached application which addresses the **FIVE KEY SELECTION CRITERIA** is true to the best of my knowledge and if I win the award I give permission for the publication of its details to promote the Sir John Monash Award for Agribusiness Co-operative Directors. I agree that the decision of the judging panel will be final and no correspondence will be entered into.*

Name:.....

Signature.....

Date:.....

Forward the application form with two A4 typed pages which address the FIVE KEY SELECTION CRITERIA by 1st NOVEMBER 2006 to:

AGRIBUSINESS CO-OPERATIVE DIRECTORS AWARD
Attention: Dr. Lawrie Dooley, Agribusiness Programs Director, Department of Management, Monash University, PO Box 197, Caulfield East, Vic. 3145, Australia ph 03-99032757, fax 03-99032718
email:lawrence.dooley@buseco.monash.edu.au

THE AUSTRALASIAN AGRIBUSINESS CO-OPERATIVES HALL OF HONOUR

Formed to honour the lifetime achievements of leaders in the Australasian Agribusiness Co-operatives Sector.

Nominations of **both historical and living leaders** will be considered by an Australasian wide panel for individuals who meet the following criteria:

- 1. contributed significant and sustained lifetime leadership to the agribusiness co-operative sector as a director, executive, official, member or in some other recognized capacity***
- 2. maintained co-operative vision and values in the face of adversity***
- 3. demonstrated ethical leadership during periods of conflict***
- 4. inspired loyalty, commitment and trust from members***
- 5. recognised as a role model for fostering co-operative values in the wider community***

Applications which address these five key selection criteria within five typed A4 pages should be forwarded by 1ST NOVEMBER to:

**Australasian Agribusiness Co-operatives Hall of Honour
Attention: Dr. Lawrie Dooley,
Food and Agribusiness Programs Director,
Department of Management, Monash University, PO Box 197,
Caulfield East, Victoria 3145, Australia**

Phone: 03-99032757, Fax: 03 99032718

Email: lawrence.dooley@buseco.monash.edu.au

WEBSITE: www.agribis.net

The inductions into the Australasian Agribusiness Cooperatives Hall of Honour will be performed at the dinner of the Agribusiness Cooperative Leaders' Forum on Saturday 18th November.

The decision of the panel will be final and no correspondence will be entered into. **Nomination form overleaf.**

**NOMINATION FOR THE AUSTRALASIAN AGRIBUSINESS
CO-OPERATIVES HALL OF HONOUR**

2006

Name of Nominee:.....

Address of nominee (if applicable).....

.....postcode.....

Phone:.....Fax.....

Email.....

NOMINATED BY:.....

Current position of nominator.....

Address of
nominator:.....

.....postcode.....

Phone:.....Fax.....

Email.....

Declaration:

I certify that the attached application for the Australasian Agribusiness Co-operatives Hall of Honour which addresses the **FIVE KEY SELECTION CRITERIA** is true to the best of my knowledge and if I am inducted I give permission for the publication of its details to promote the Australasian Agribusiness Cooperatives Hall of Honour. I agree that the decision of the judging panel will be final and no correspondence will be entered into.

Signature of nominee (if applicable).....

Signature of nominator.....

Date.....

Nominations should be forwarded by **1st NOVEMBER** to:

**Australasian Agribusiness Co-operatives Hall of Honour
Attention: Dr. Lawrie Dooley,
Food and Agribusiness Programs Director,
Department of Management,**

Monash University, PO Box 197, Caulfield East, Victoria 3145, Australia

JOHN GILL MEMORIAL SCHOLARSHIP

This scholarship recognizes the contribution of John Gill in establishing the Co-operative Leadership and Governance Forum with Monash University.

John was the company secretary for Victorian Producers Co-operative Co. Ltd from 1977 to 1998 and the Chairman of the Victorian Cooperative Federation from 1993 to 1997.

Born in Williamstown he was educated at Wesley College and after graduating from Melbourne University with a Bachelor of Commerce in 1959, he joined New Zealand Loan which later merged with Dalgety.

John was a quiet, private man but with some strongly held convictions. He followed the Melbourne Football Club, was an ardent member of the MCC and had a passionate belief in co-operatives.

***APPLICATION FOR THE JOHN GILL MEMORIAL
SCHOLARSHIP***

The Scholarship offers a free place at the Cooperative Leadership and Governance Forum for a representative of a small to medium (less than \$20 million turnover per annum) co-operative.

Name:.....

Position:.....

Cooperative.....

Address.....

.....State.....Postcode.....

Phone..... Fax no

email:.....

Attached is a 200 word statement of the benefits I expect to gain from attendance at the Forum

Signed.....

Date.....

To be forwarded by 1ST November 2006 to: Dr. Lawrie Dooley, Food & Agribusiness Programs Director, Department of Management, PO Box 197, Caulfield East, Vic 3145 phone 03 9903 2757, fax 03 9903 2718 email:Lawrence.dooley@buseco.monash.edu.au