

Gregg L. Hadley, Ph.D.

CAREER MISSION

To provide extension and engagement leadership to Land Grant university professionals and volunteers who are passionate about engaging people and empowering them with the Land Grant university's trusted, life enhancing, and research-based education programs, resources, and services; thus, enabling people to make transformational decisions that will positively enhance their lives, livelihoods, organizations, communities, and state.

SENIOR LEADERSHIP EXPERIENCE

Positions: **Assistant Vice President - Director for Extension**
 Associate Professor of Agricultural Economics

Institution: Kansas State University

Duration: 2017 to Present

Appointment: 100% Administration

Note: In 2017, my position title was the Associate Director for Extension. In 2018, the position was reclassified as the Director for Extension. In 2024, the position was elevated to Assistant Vice President.

Overall Responsibilities: As the Director for Extension, I am responsible for ensuring that the people of Kansas receive the research, education and facilitation needed to empower them to make decisions that improve their lives, livelihoods, communities, state, nation and world. I am ultimately responsible for setting our Cooperative Extension Service's overall strategic direction, implementing that strategy, allocating resources, developing and implementing policies, overseeing our ongoing business and programmatic operations, and ensuring the fiscal, programmatic, and operational integrity of Kansas State University's Cooperative Extension System.

As of 2023-2024 fiscal year, the Kansas State University Cooperative Extension System is a \$68,000,000 extension education enterprise. Total education contacts were over 16,000,000. Our human capital resources include approximately 170 full time equivalents of specialists and university support staff operating at the Kansas State University main campus and four regionally based K-State Research and Extension Centers. There are 235 local unit extension agents operating in offices located in each of our 105 counties. Our agents are supported by hundreds of office professionals and program support assistants and thousands of volunteers. By state statute, Kansas State University's local units are co-led and co-governed by me, my administrative team, and locally elected governing boards.

From the fall of 2020 through the fall of 2021, I served as the acting Director for the Center for Engagement and Community Development. In this role I was responsible for co-leading a team, the Kansas State University Community Engagement Planning Group. This team of Extension and engagement professionals were charged with re-envisioning how Kansas State University pursues its engagement mission. This planning group's efforts formed the basis for expanding the Kansas State University engagement efforts following the launch of the Next-Gen K-State Strategic Plan in September 2023. Today, I work with the Executive Vice President for External Engagement/Chief of Staff and the Assistant Vice President - Director for Engagement in the planning, implementation, and evaluation of Kansas State University's Extension and engagement efforts.

During my tenure as Director for Extension at Kansas State University, Direct and Indirect Contacts increased from 1,130,872 in programming year 2016-2017 to 15,095,155 in 2023-2024.

Position: Assistant Director – Agriculture, Natural Resources and Community Development
Associate Professor of Agricultural Economics

Institution: Kansas State University

Duration: September 2011 to August 2017

Appointment: 100% Administration; I also engaged in farm business management extension specialist work in the areas of agricultural human resource management and farm succession.

Overall Responsibilities: As the KSRE Assistant Director – Agriculture, Natural Resources and Community Development, I ensured that our extension professionals delivered high quality educational programs that enabled Kansas residents to improve their lives, livelihoods and communities. My overall duties included professional development – statewide program development, evaluation, and reporting – and providing leadership to the Cooperative Extension professionals of KSRE. My position oversaw programs with a total operating budget of short term, annually renewable, and reoccurring funds of over \$900,000 per year. This included public, gift, and grant fund sources.

CAREER EXPERIENCE

Positions: Associate Professor and Extension Farm Management Specialist

Institution: University of Wisconsin – River Falls Department of Agricultural Economics
University of Wisconsin – Extension
The Center for Dairy Profitability, Madison, Wisconsin

Duration: January 2002 to August 2011

Appointment: 63% extension education/research and 37% undergraduate education

Extension and
Outreach
Program

Areas: Farm financial performance, capital investment analysis, farm management, strategic management, farm business planning, human resource management, team management, farm succession, international producer education, and manure management economics

Teaching

Assignments: Agricultural Finance, Agricultural Production Economics and Operations Research, Horticultural Business Management and Agricultural Human Resources Management

Position: Assistant Manager (Part Time)

Firm: Bohn Farms, Incorporated (Waukau, WI)

Duration: September 1996 to September 2005

Duties: Nutrition and feed management, feasibility studies, financial performance assessment

Position: Graduate Research and Teaching Assistant

Institution: Michigan State University – Department of Agricultural Economics (East Lansing, MI)

Duration: August 1996 to January 2002

Teaching

Assignments: Agribusiness and Food Industry Sales (Instructor), Financial Management in the Agri-Food System (Assistant), Labor and Personnel Management in the Agri-Food System (Assistant), and Operations Research (Graduate Level; Assistant)

Position: Farm and Nutrition Consultant and Grain Marketing Coordinator

Firm: Tomorrow Valley Cooperative (Amherst, WI)

Duration: May 1993 to August 1996

Duties: Sales, customer service, nutrition and farm management consulting, feasibility studies, and grain marketing coordinator

Position: Feed and Nutrition Manager

Firm: Arizona Dairy Company (Higley, AZ)

Duration: May 1992 to April 1993

Duties: Manager of a 10-person feed department for a 5,000-cow dairy

Position: Bulk Feed Consultant

Firm: Darigold Feed Company (Federal Way, WA)

Duration: May 1991 to May 1992

Duties: Sales, customer service, and nutrition and farm management consulting

Position: District Salesperson

Firm: Wayne Feeds (Kalamazoo, MI)

Duration: May 1990 to May 1991

Duties: Sales, customer service, and nutrition and farm management consulting

Position: Territory Salesperson

Firm: Wayne Feeds (Salem, IL)

Duration: May 1989 to May 1990

Duties: Sales, customer service, and nutrition and farm management consulting

EDUCATION

Ph.D.: Agricultural Economics, Michigan State University. 2003.

Dissertation: The Economic Implications of Dairy Cattle Culling

M.S.: Agricultural Economics, Michigan State University. 2001.

Thesis: The Managerial Implications of Dairy Farm Expansion

B.S.: Agricultural Economics, Purdue University. 1989.

Professional Development/Education:

Food Systems Leadership Institute. Fellow. Cohort 11. October 2015 through October 2017.

North Central Region Administrative Boot Camp. Chosen to attend. June 2017.

Train the Trainer Retreat: Navigating Difference. Fulfilled requirements to be a Navigating Difference Trainer. Ames, IA. April 2017.

Navigating Difference Professional Development Day. (Intercultural Development Inventory Workshop) Kansas State University. Manhattan, KS. August 2015.

Emotional Intelligence Workshop. Kansas State University. Manhattan, KS. May 2014.

Navigating Difference Training. KSRE. Colby, KS. May 2013.

The UW-River Falls Leadership Development Certification Program. River Falls, WI. Fall 2007-Spring 2008.

EXTENSION and ACADEMIC LEADERSHIP

Leadership Initiatives and Activities as KSRE Director for Extension (2017 to present)

Note: Some leadership initiatives and activities may be included in multiple sections when appropriate.

Elevating Extension and Engagement (2020 to present)

- In conjunction with the Executive Vice President for External Engagement and the Assistant Vice President of Engagement and Outreach, we are increasing the capacity of Kansas State University to serve Kansas by expanding engagement from Cooperative Extension and select centers and offices to the entire university (2024 to present).
- Co-developed and co-administered the Delivering on the Promise discussion series, a needs analysis conducted in Kansas communities to determine what additional issues Kansas State University could help our stakeholders address in the future. (2024)
- Co-designed and co-implemented the Kansas State University Engagement Week, a governor's decreed recognition week and conference honoring the work of Kansas State University's Cooperative Extension and engagement efforts.
- Co-developed and co-implemented the K-State 105 initiative, a program designed to increase networking and partnering opportunities for entrepreneurial, business, and economic development activities throughout Kansas, and currently serve on its internal advisory board (2022 to present)
- Co-led the Strategic Planning for K-State's Office of Engagement, which provided one impetus for the Elevating Extension and Engagement initiative. (2020-2021)

Extension Leadership Communication and Transparency Initiatives (2017 to present)

- Co-developed and Co-led the Delivering on the Promise meetings were a series of statewide discussions with internal and external stakeholders to determine local needs and how to best enable Kansas State University's Cooperative Extension and Engagement efforts to jointly address those needs (2024)
- Actively engaged in the Kansas State University President's Regional Community Visit Committee in designing and implementing a discussion series developed allowing the Kansas State University President to gather input directly from Kansas stakeholders about how the university could better serve Kansas (2022-2023).
- The Joint Council of Extension Professionals (JCEP) Question Series evolved from our traditional annual discussion meeting to a series where the questions are addressed either via the Extension Updates or the Tuesday Letter (2020 to 2022)
- The Extension Update Series began as weekly communication series to inform our extension system about issues related to our COVID-19 response from March 2020 through June 2020 and continues as a monthly series dedicated to a variety of topics that affect our profession, system, and the people we serve (2020 to present)
- The Specialist Advisory Team is a team of regional and campus-based specialists that serves as both an advisory group and focus group working on a variety of major issues that affect our system (2019 to present)
- The Agent Advisory Team is a team of local unit agents that serves as both an advisory group and focus group working on a variety of major issues that affect our system (2018 to present)

- The Quarterly Partnership Series is a quarterly virtual meeting series emphasizing information exchange and partnership development with our local unit Extension Boards that replaced our series of single day face-to-face Partnership Meetings (2018 to present)
- Continued and modified the popular and long running Tuesday Letter Series, a weekly written communication series, with the purpose of motivating and informing our extension professionals about our mission, profession, and system (2017 to present)
- The Listening Sessions Initiative was a series of discussions held throughout the state with internal and external stakeholders as well as the general public to determine their want and needs of K-State Research and Extension (2017-2018)

Diversity, Equity, and Inclusion Strategic Initiatives

- Engaged in the ECOP Equity Design Team whose mission was to increase the diversity, equity, and inclusion of 4-H programs nationwide (2020 to 2022)
- Initiated the K-State Research and Extension Diversity, Equity, and Inclusion Task Force to recommend diversity, equity, and inclusion goals and action steps that will enable K-State Research and Extension to be more diverse, equitable, and inclusive with regard to our participants, volunteer, boards, and faculty and staff (2019 to present)
- Resurrected our Mini Civil Rights Review program (2018 to present)
- Changed Navigating Difference from an optional offering to a mandatory component of our K-State Research and Extension onboarding program (2017 to present)

Innovation in Extension Strategic Initiatives

- Worked with the 2019 K-State Research and Extension Annual Conference Planning Committee to develop the theme “Innovate!” to provide professional development and establish a system-wide embracement of innovation in extension (2019 to present)
- Embodied the importance of innovation by developing, co-developing, and/or supporting the development of and adopting new methods of providing administrative leadership, professional development, extension professional onboarding, program development and delivery, leadership communications, and networking (2017 to present)
- Highlighted innovative examples of extension program development and delivery by faculty and staff via our Partnership Meetings, Extension Update, Every Third Friday Series (a monthly virtual professional development series), Tuesday Letter Series, and other system-wide communication series (2017 to present)

Extension Administration Team Restructuring Project (2018 to present)

- Co-developed and helped implement a new leadership structure at our regional K-State Research and Extension Centers. (2019 to present)
- Developed and implemented a plan to restructure the KSRE Extension Administration Team to offer more leadership opportunities to agents and specialists, encourage interdisciplinary and transdisciplinary work, and reduce its budgetary footprint (2018 to present)

The KSRE Strategic Emphases Development Project (2017 to 2022)

- Using information gathered from the Listening Sessions Initiative, among other sources, developed the six KSRE Cooperative Extension Strategic Emphases, which represent the areas in which the Cooperative Extension division of KSRE will improve:
 - The Understanding and Engaging the Peoples and Communities of Kansas strategic emphasis includes strategic initiatives and activities such as the:
 - Getting to Know Your Community Exercise during our new agent onboarding series
 - Master Community Facilitator program
 - Accommodations Policy and Standard Operating Procedure development
 - Civil Rights program and activities
 - Community Conversations Facilitation series
 - Culture of Health program
 - Initiation of the Diversity, Equity, and Inclusion Task Force
 - World Café Activity at Innovate! K-State Research and Extension's 2019 annual conference
 - New memorandum of understanding with local units
 - Diversity, Equity, and Inclusion Task Force
 - The Enhancing Our Programs and Services strategic emphasis includes strategic initiatives and activities such as the:
 - Additional specialized local food systems and community wellness agent positions
 - Master Community Facilitators program
 - PEARS (Program Evaluation and Reporting System) Program
 - Pathway Model for 4-H youth development programs
 - Grant writing professional development opportunities and activities
 - Program Leader Coordinator Team activities
 - Further development of the Regional local unit director position model
 - The Digital Extension Project
 - World Café Activity @ Innovate! K-State Research and Extension's 2019 annual conference
 - Celebrate Innovate! Activities
 - The Extension Update Series
 - The Improving Our Marketing and Public Relations strategic emphasis includes strategic initiatives and activities such as the:
 - Additional 3.5 new local unit public information officer positions
 - Additional 2 new marketing/digital media state specialist positions
 - Initiation of the Marketing and Strategic Communications Team
 - Improved use of social media by local units
 - Offering of the Center for Rural Enterprise Engagement professional development opportunities

- Increased recognition of the 4-H and Youth Development programs' contributions to the greater university
 - Initiation of the Advocacy Task Force
 - The Reporting Revitalization Initiative
 - The Digital Extension Initiative
 - New memorandum of understanding with local unit
 - The Every Third Friday Series
- The Developing a Better Workplace strategic emphasis includes strategic initiatives and activities such as the:
 - Teambuilding: Harmony at Work workshops
 - The Every Third Friday discussions
 - Making Human Capital Services resources available to local units
 - Development of Extension Specialist Expectations and Extension Agent Expectations documents
 - Diversity, Equity, and Inclusion Task Force
 - Local Unit Director Basics professional development opportunities
 - Adopting a non-tenure promotable track for non-department-based specialists in Cooperative Extension
 - Weekly Shout Out activity
 - World Café activity @ Innovate! K-State Research and Extension's 2019 annual conference
 - Civil Rights programs and activities
 - New memorandum of understanding with local units
- The Expanding Our Programming Capacity strategic emphasis includes strategic initiatives and activities such as the:
 - Northeast Kansas extension educators increasing by 2.5 full time equivalents
 - Signature Programs Initiative
 - Transdisciplinary Programs Initiative
 - Two new districts (two or more county local units who elect to operate as one local unit) established and more in the development phase
 - Master Community Facilitator program
 - 4-H program fee funded 2.5 additional specialist positions
 - The Culture of Health Initiative
 - Grant writing professional development opportunities and activities
 - PEARS (Program Evaluation and Reporting System) Program
 - The Digital Extension initiative
 - World CAFÉ activity @ Innovate! K-State Research and Extension's 2019 annual conference
- Securing and Increasing Our Base Budget Appropriations strategic emphasis includes strategic initiatives and activities such as the:

- Two new districts (two or more county local units who elect to operate as one local unit) established with more in the development phase
- 4-H program fees
- Better partnering with the Kansas 4-H Foundation
- Increased recognition of the 4-H and Youth Development programs' contributions to the greater university
- PEARS (Program Evaluation and Reporting System) Program
- Reporting Revitalization Initiative

North Central Cooperative Extension Association (NCCEA) Directors (2017 to present)

- Currently serve as Vice Chair of the NCCEA Directors, which focuses on addressing both regional and national issues and challenges facing the member Extension institutions and will serve as Chair in 2025-2026 programming year.
- Served as Chair of the NCCEA Directors from 2018 to 2019.
- Chaired the planning committee for the 2019 NCCEA Conference emphasizing inter- and transdisciplinary programming and diversity and inclusion in Extension

EXTENSION FOUNDATION Board of Directors (2019 to present)

- Currently serve as Chair of the Board of Directors that provides leadership, vision, strategic direction, and oversight for the EXTENSION FOUNDATION organization, which inspires and empowers Extension professionals to find innovative ways to create greater local impact by developing the professional capacity of Extension professionals and by providing funding to the Cooperative Extension System by developing partnerships with international and government agencies and non-government organizations.

Extension Committee on Organization and Policy's (ECOP) Budget and Legislative Committee (2019 to present)

- Serving as a member on this ECOP committee dedicated to advocating and expanding the resources and capacity of the Cooperative Extension System

4-H National Congress Board of Advisors (2019 to 2024)

- Currently serve on the Board of Advisors that provides leadership, vision, strategic direction, and oversight for the 4-H National Congress that empowers and encourages high school aged 4-H members to engage in leadership, citizenship, global awareness, and inclusion

Kansas State University F&A Distribution Task Force (2019 to 2020)

- Asked by the President and Provost of Kansas State University to serve on this task force charged with reviewing, critiquing, and making improvement recommendations regarding how the F&A cost (indirect cost) recovery rates for grant and other externally funded projects are distributed throughout the university

The Head of the Department of Horticulture and Natural Resources Search and Screen Committee (2019 to 2020)

- Served as chair of this committee charged with recruiting, screening, and evaluating candidates for this leadership position

The Dean of the College of Engineering Search and Screen Committee (2019 to 2020)

- Served as a member of this committee charged with recruiting, screening, and evaluating candidates for this leadership position

University Budget Planning Team (2018 to 2021)

- Asked by the President and Provost of Kansas State University to serve with other Kansas State University leaders on a team charged with successfully implementing Kansas State University's new budget model

K-State in KC Task Force (2018 to 2019)

- Asked by the President and Provost of Kansas State University to serve on this task force charged with increasing Kansas State University's engagement, presence, and influences in the greater Kansas City metropolitan region

The Interim Dean/Director of the Kansas State University College of Agriculture and K-State Research and Extension Search and Screen Committee (2018)

- Served as a member of this committee charged with recruiting, screening, and evaluating candidates for this leadership position

The Interim Head of the Kansas State University Department of Agronomy Search and Screen Committee (2018)

- Chaired this committee charged with recruiting, screening, and evaluating candidates for this leadership position

Budget Reduction Planning and Implementation (2017 to 2022)

- Led my Extension Administration Team in determining and deciding how to meet the demand of a series of budget reductions ranging from four to ten percent.

Leadership Initiatives and Activities as KSRE Assistant Director – Agriculture, Natural Resources and Community Development (2011 to 2017)

Note: Some leadership initiatives and activities may be included in multiple sections when appropriate.

Local Unit Development

- Worked with the Extension administrative team to provide mentoring and facilitation for strategic planning, program planning, professional development, team building and career planning for K-State Research local units and their Extension personnel

North Central Cooperative Extension Association Agriculture and Natural Resources Program Directors

- Served as the 2016-2017 Chair of this collaboration of agriculture and natural resources program directors tasked with planning and developing programs that expand the quality and effectiveness of the North Central Region agriculture and natural resource Extension programs
- Previously served as the Vice-Chair in 2015-2016 and as Secretary in 2014-2015

Servicemember Agricultural Vocation Education (SAVE) Program

- Served as the Kansas State University and Kansas State Research and Extension co-lead in this new public private partnership initiative developing a multidisciplinary and multiple institution vocational education program for former members of the Armed Forces who desire to transition to farming, ranching and other agricultural careers

Vision for the Future of Water Supply in Kansas: Education and Public Outreach Working Group

- Served as the Kansas State Research and Extension lead on this multidisciplinary and multiple entity team charged by the Kansas governor to develop the education and public outreach strategy needed to achieve the Vision for the Future Water Supply in Kansas

University of Kentucky Cooperative Extension Service Review Committee

- Served on the Organization Subcommittee of this review committee that was tasked with conducting a comprehensive analysis of the University of Kentucky Cooperative Extension Service

KSRE Department Head and State 4-H Youth Development Program Leader Search and Screen Committee

- Led and worked with a team of K-State Research and Extension professionals and external stakeholders to recruit, screen and interview candidates for this senior Extension leadership position

Southwest Regional Extension Director Search and Screen Committee

- Led and worked with a team of K-State Research and Extension professionals recruit, screen and interview excellent candidates for this Extension leadership position

KSRE Community Vitality Specialist Team

- Provided leadership, mentoring and supervision to a team of Extension community vitality specialists whose performance enabled \$375,000 of annually renewable external funds to be raised enabling the unit to grow from two Extension specialist positions to four in three years, and a fifth specialist position was added in Summer 2017
- Provided team member guidance and support to develop an accepted position proposal to KSRE administration that established an Extension Assistant specialist position to

manage the Kansas PRIDE program – a private-public collaboration that helps community members assess, develop, and engage in community vitality initiatives

- Served as the Director of KSRE’s representative on the PRIDE Board of Directors, which provides leadership to a 40-year public/private community vitality enhancement partnership
- Motivated and challenged the KSRE Community Vitality Specialist Team with the 105 Communities/105 Counties Initiative, which has the goal of implementing a new collaborative community vitality program in at least one community in each of the 105 counties in Kansas

The Strengthening Program Development Committees Task Force

- Provided leadership, mentored, and collaborated with a task force comprised of Extension administrators, local unit directors, specialists and agents who developed resources, advisory services, strategies and policies to enhance the utilization and effectiveness of Program Development Committees, which are made up of local residents who officially advise and assist local unit agents with programs and programming decisions
- Served on, provided leadership to, and mentored the Core (Executive Committee) Program Development Committee Team, the Strategy Work Group, the Advisory Services Work Group, and the Accountability Work Group
- Co-developed, analyzed and disseminated the results of a local unit agent interview survey to determine agent needs and concerns regarding their interaction with and effectiveness of their Program Development Committees
- Co-developed and implemented an activity to determine local Extension Council member opinions regarding Program Development Committee effectiveness at the 2014 KSRE Partnership Meetings
- Co-developed and implemented a Program Development Committee meeting facilitation process that assisted local agents and their Program Development Committees to identify programming needed to address issues related to the Grand Challenges (Water, Health, Global Food Systems, Community Vitality, and Developing Tomorrow’s Leaders) facing Kansas
- Co-developed and implemented a series of five Agents Engaging Program Development Committee Workshops for agents in April 2015

Kansas Agricultural Mediation Services

- Provided leadership, mentored and supervised a team of three Extension professionals in a USDA funded program that provides mediation, legal and other resource and networking support for farmers and ranchers who find themselves in conflict with the USDA regarding a farm and ranch program issue
- Helped the team to increase their recognition, pursue new grant opportunities, and decrease their reliance on the federally funded program by developing a revenue generating service implemented in 2015 that provides family farm and ranch business planning, succession meeting facilitation, and mediation services

Vision 2025 Strategic Plan: K-State Research & Extension Cooperative Extension

- Co-developed and co-wrote the Cooperative Extension strategic plan of the Kansas State University's Vision 2025 Strategic Plan
- Assisted with the development of presentation materials to disseminate the strategic plan initiatives to Extension professionals and Extension Council members

KSRE Agriculture, Natural Resources and Community Development Local Unit Agent Advisory Team and the Extension State Leaders Advisory Team

- Developed, convened and worked with the Agriculture, Natural Resources and Community Development Local Unit Agent Advisory Team to help enhance local programming, encourage extension agent professionalism advancement, and provide agents with an opportunity to provide input regarding system-wide administrative, programming and strategic initiatives
- Convened and worked with the Agriculture, Natural Resources and Community Development Extension State Leaders Team – a multidisciplinary advisory team of College of Agriculture, College of Engineering and College of Human Ecology Extension specialist representatives – to discuss and receive feedback regarding state-wide programming, system-wide initiatives, agent-specialist collaboration, and other issues that affect K-State Research and Extension
- To develop a stronger spirit of collegiality and collaboration between campus faculty and local unity agents, I empowered the two teams to form a joint working group to design and implement a much needed, annual or semiannual professional development and networking meeting, which was successfully piloted in October 2015

KSRE New Agent Professional Development Facilitators Team

- Worked with other KSRE administrative leaders to assess, redesign, implement, and evaluate the new agent program development training module
- Had primary responsibility for developing, implementing and evaluating the new agent program planning, logic model and program development committee facilitation training sessions
- Had primary administrative responsibility for the approval of all catalogued professional development opportunities offered by KSRE program focus teams and personnel

Difference Makers

- Developed, managed, edited, recruited contributors and serves as a contributor to this internal blog dedicated to fostering contemplation and discussion about Kansas programming needs, Extension program development, leadership, professionalism, system-wide initiatives and other issues that affect KSRE
- Recruited, convened and oversee a multidisciplinary team of Extension professionals to provide managerial input, suggest site improvements, develop topic ideas, and recruit contributors
- To increase membership, interaction, and organically increase the number of post contributors and posts, successfully re-launched Difference Makers as a closed group Facebook page in September 2015

Program Focus Team Enhancement

- Determined that the agriculture, natural resources and community development program focus teams' effectiveness could be improved and used various methods to provide the teams and their leaders with increased coaching to help develop a better understanding and appreciation of team work, recognize good team performance and leadership, and suggest ways to enhance team performance, program development and program evaluation
- Collaborated with fellow KSRE program leaders and Extension administration personnel to develop, plan, implement, and evaluate an annual series of program focus team leadership retreats
- Provided program focus team leaders with recommendations to improve their action plans
- Co-developed and managed an incentivized program that awards annual program focus team funds based on each team's ability to develop and submit a suitable professional development activity, a program action plan, and an impact report of the previous year's action plan
- Worked with University of Nebraska-Lincoln Extension and KSRE administrative leaders to develop TEAMLead21, a team leadership development program for Extension professionals launched in Fall 2014

Women Managing the Farm

- Served four years as the public sector co-leader and one year as past co-leader of this private-public partnership that promotes and provides education and leadership training opportunities to women involved in agriculture, I also served on its curriculum committee
- Assisted in the design, development, implementation, and evaluation of the annual educational and leadership conference
- Encouraged the formalization of this private-public partnership by facilitating committee meetings, guiding strategic planning initiatives, and helping to develop by-laws and an administrative structure

KSRE Sustainable and Alternative Agriculture Program Consolidation

- Empowered and delegated the overall programming leadership of these two programs to the state coordinator
- Provided leadership mentoring and oversight supervision to the state coordinator
- Consolidated the advisory committees for the Sustainable Agriculture Research and Education Program and the Kansas Center for Sustainable Agriculture and Alternative Crops

KSRE Program Prioritization Project

- Collaborated with other KSRE administrative leaders and program focus team representatives to develop, implement, analyze, disseminate and evaluate a program prioritization survey of over 3,000 Kansas residents

Kansas Crop Improvement Association Board of Directors

- Served as the Director of KSRE's representative on the Board of Directors
- Provided leadership, advice and guidance to this organization that provides testing services to assure wheat, small grain and grass seed quality

Annual Conference Planning

- Worked with a multidisciplinary and multi-level team of Extension professionals to evaluate the success of the prior year's K-State Research & Extension Annual Conference and to determine the theme and goals of the current year's KSRE Annual Conference
- Collaborated with the other Assistant Directors to approve submitted proposals for breakout presentation sessions and poster sessions
- In conjunction with the Assistant Director team, analyzed the 2013 KSRE Spring Action Conference evaluation and authored a white paper report that conveyed the results of the analysis and proposed an accepted position to discontinue the annual event

External and Internal Relationships

- Assisted in the preparation for and implementation of two State Extension Advisory Council meetings each year designed to communicate important issues affecting KSRE
- Collaborated with the Extension Administration team to prepare the State Extension Advisory Board members to inform state legislators about KSRE's effectiveness and how legislative initiatives may affect that effectiveness
- Helped prepare for and engage in the annual meeting with officers of the KSRE professional agent associations and Epsilon Sigma Phi to discuss ways to improve KSRE
- Helped to prepare and mentor State Extension Advisory Council members and representatives from the KSRE professional agent associations and Epsilon Sigma Phi for the 2014 Public Issues Leadership Development conference and its associated visits with United States legislators
- Served as the Extension liaison to and discussed, designed and implemented several collaborative programming endeavors with the Kansas Secretary of Agriculture and the Kansas Department of Agriculture, which led to several collaborative projects including the 2014 Water Vision Public Input Meetings, Sunflower Supreme Program, 2015 Water Goals Public Input Meetings, Kansas dairy Profitability Study, 2015 Avian Influenza Response, 2015 Flag Smut Response, 2012 Emerald Ash Borer Response, and the 2016 Water Education Committee Project, among others
- After serving as the secretary and vice chair, served as the North Central Cooperative Extension Association (NCCEA) Agricultural and Natural (ANR) Resources Program Leader Chair and its North Central Farm Management Committee Liaison, was the lead regarding planning for the NCCEA ANR Program Leader Summer Meeting, and a planning committee co-leader for the Joint 2017 ASRED and NCCEA Joint Meeting
- Conducted local unit visits each year to engage in a dialogue with local unit agents, their Program Development Committee members, Extension Council members, Extension volunteers, and members of the community to discuss and gain an understanding about how local- and state-level issues and initiatives affect KSRE's ability to deliver high quality local programs

- Helped develop written and oral communications designed to inform KSRE personnel, government officials, and external stakeholders about initiatives and issues affecting KSRE
- Worked with Department of 4-H Youth Development, Department of Animal Science and Industry, and local unit Extension professionals to revise

External National and International Extension and Engagement Leadership Activities

- Promoted the importance of extension and engagement activities to faculty and students at the University of Makerere in Uganda for a Kansas State University Department of Agricultural Economics USAID funded program
- Served as host for a Fulbright Fellow examining the organization structure and operations of K-State Research and Extension and its effectiveness at reaching low-income target markets in 2019
- Served as host for a Fulbright Fellow examining the organizational structure and operations of K-State Research and Extension and its effectiveness at reaching target audiences regarding biosecurity and other crisis issues in 2014
- Selected to serve as the KSRE representative on the “Fostering Local Knowledge, Ancestral Knowledge and Human Development in Globalization of Education” Speakers Panel for the Kansas State University and Embassy of Ecuador’s *Day of Ecuador* at Kansas State University
- Participated with the Kansas State University’s Office of International Programs, the Kansas State University’s Global Campus, the Associate Director of K-State Research and Extension, and a K-State Research and Extension specialist to determine the Extension education professional development needs of the outreach professionals of the Ministry of Agriculture of Paraguay in 2014
- Invited by Mississippi State University Extension Administration to co-develop, lead and facilitate a state-level program development retreat in Starkville, Mississippi for their campus, regional and local Extension professionals
- Provided Extension and engagement expertise and consultation to University of Philippines – Los Banos and Mariano Marcos State University faculty members and administrators while serving as the KSRE representative on a Kansas State University delegation to the Philippines

Previous Leadership Activities

UW-Extension Agriculture and Natural Resources Extension (ANRE) Coaches Team (2008-2011)

- Served with the ANRE Program Director and Assistant Program Director on this team charged with providing leadership, administrative facilitation and team enhancement consultative services to the ANRE programming teams
- Helped educate program team leaders to enhance their team’s performance and to develop, implement and evaluate team leader professional development programs
- Planned, organized, implemented, and evaluated the 2009 UW-Extension Agriculture and Natural Resources Team Leadership Summit – a leadership development program for UW-Extension ANRE program team leaders

- Accomplishments included the planning of two ANRE annual meetings – the creation, implementation and evaluation of the first ANRE Leadership Summit professional development program – and the reemphasis of team performance consulting

UW-River Falls Undergraduate Research, Scholarly and Creative Activity (URSCA) Taskforce (2011)

- Served as Chair of this taskforce charged with studying the university's various URSCA programs, studying those of other institutions, and developing recommendations that, when implemented, would make UW-River Falls the national leader in URSCA activities
- Accomplishments included developing a strategic vision, mission and goals for the URSCA task force, conducted a survey of students and faculty concerning URSCA activities, developed a UW-River Falls working definition for URSCA programs, and developed a working UW-River Falls UWSCA statement of value

UW-River Falls AgStar Scholar Program Coordinator (2004-2011)

- Coordinated an undergraduate research scholarship program funded by AgStar Farm Credit Services that provided up to five scholarships to UW-River Falls' seniors to conduct research that was beneficial to Wisconsin and Minnesota producers
- Worked with AgStar personnel to recruit potential candidates, managed the research budget of the program, assisted students in selecting a research topic, oversaw the students' research, and insured that the research was completed and disseminated to AgStar representatives and Wisconsin and Minnesota producers
- Accomplishments included 23 UW-River Falls' students receiving scholarships and the completion of 18 agricultural and economic and farm business management research projects

Wisconsin Dairy Industry Farm Business Initiative Taskforce Leadership Team (2009-2011)

- Served on this three-person team leading an industry taskforce charged with educating Wisconsin producers about the benefits of managerial accounting
- Helped plan, organize, implement and facilitate taskforce meetings and provided team enhancement and technical financial management expertise
- Accomplishments included the implementation and facilitation of four meetings and the initiation and implementation of producer education, farm accountant education and standards and practice work groups

UW-Extension Cooperative Extension Council for Strategic Change (2009-2011)

- Served on this multidisciplinary council charged with developing and executing the implementation plan for the UW-Cooperative Extension strategic plan
- Represented the interests of the ANRE program, its specialists and agents
- Accomplishments included the development of the strategic plan awareness building programs

Grow Wisconsin Dairy Farm Management Team Leadership Team (2009-2011)

- Served on this four-person leadership team made up of Wisconsin Department of Commerce, Wisconsin Department of Agriculture, Trade, and Consumer Protection and UW-Extension personnel that provided funding, administration, facilitation, consulting and oversight for the implementation of the management team approach on Wisconsin dairy farms
- Recruited and advised farm management team facilitators, worked with my leadership team members in providing program implementation oversight, and evaluated the farm level benefits of this program
- Accomplishments included having to increase the program's targeted goals from the original target of 50 farms to 100 farms after only three months of operations

UW-River Falls Department of Agricultural Economics Faculty Position Search and Screen Committee Chair (Spring 2009-Summer 2010)

- Served on this Search and Screen Committee made up of UW-River Falls' faculty members, UW-River Falls' students, and industry representatives tasked with recruiting, screening, and nominating candidates
- Provided leadership to the committee, co-developed and approved position descriptions and recruiting materials, fielded questions from potential candidates, developed interview guides and candidate evaluation instruments, planned and coordinated campus visits

UW-River Falls College of Agriculture, Food and Environmental Sciences Farm Advisory Committee Chair (2007-2010)

- Served as Chair of this committee of multidisciplinary faculty and staff charged with providing guidance to the Laboratory farm manager about issues that may affect the farm's commercial, education and research roles
- Asked to chair this committee by the Dean of the UW-River Falls College of Agriculture, Food and Environmental Sciences
- Accomplishments included the review of the Laboratory Farms' strategic plans as well as providing guidance to the Dean and Farm Management staff

UW-River Falls and Institute of Technology – City of Altamirano (ITCA) Partnership for Producer Education Program Co-Leader (2004-2008)

- Served as the United States institution-based Co-Leader of this USAID/HED funded program that improved the extension and outreach capabilities of ITCA's faculty and to develop a producer school in the Tierra Caliente region of Guerrero, Mexico
- Administered the program, managed a \$237,000 operating budget, coordinated the formal and experiential adult education training of the ITCA faculty members while they were at UW-River Falls, recruited external assessors to evaluate the producer school, coordinated and implemented on-site evaluation trips to ITCA, planned and developed professional development activities for ITCA faculty members during on-site evaluation trips, and submitted progress reports to USAID/HED

- Accomplishments included 3 ITCA faculty members receiving formal and experiential adult education and agribusiness management training, the establishment of a producer school, La Escuela del Empressarios, and ITCA was granted the first federally chartered business incubator center in the state of Guerrero

UW-Extension ANRE Farm and Risk Management (FARM) Team Co-Leader (2003-2007)

- Served as a Co-Leader of this program team made up of UW-Extension county agents and state specialists charged with developing state wide education programs and applied research concerning farm and risk management topics
- Helped oversee the merger of the Farm Management Education Team (FMET) and the Risk Management Team (RMT) as they became the FARM Team, developed the team’s plans-of-work and impact indicator reports, managed the team’s budget, planned and scheduled the team meetings, developed professional development programs for members, and insured that the team and work teams executed their plans-of-work
- Accomplishments included developing plans-of-work and impact indicators, helping to refocus the team’s activities to producer education issues following the FMET and RMT merger, and the development of a major professional development program designed to help team members understand the benefits of utilizing a marketing approach when designing producer education programs

Extension Specialist Evaluations, Programs and Activities

Extension Activities: Summary of Rating by County Agent¹

	Year	Contacts	Teaching	Information	Support	Relations	Outcomes
Hadley Average	2009	3.59	4.41	4.37	4.53	4.32	4.32
UWRF Average		3.21	4.02	4.05	3.86	3.64	3.89
Hadley Average	2008	3.48	4.50	4.40	4.48	4.44	4.42
UWRF Average		3.33	4.17	4.21	4.25	4.15	4.17
Hadley Average	2007	3.58	4.67	4.65	4.82	4.82	NA
UWRF Average		4.67	4.22	4.00	4.66	4.66	
Hadley Average	2006	3.52	4.37	4.60	4.60	4.55	NA
UWRF Average		3.37	4.19	4.25	4.14	4.21	
Hadley Average	2005	3.38	4.21	4.40	4.27	4.47	NA
UWRF Average		3.26	3.57	3.82	3.63	3.74	
Hadley Average	2004	NA	NA	NA	NA	NA	NA
UWRF Average							
Hadley Average	2003	3.15	3.64	3.83	4.00	4.18	NA
UWRF Average		3.08	3.64	3.83	4.00	4.18	
Hadley Average	2002	3.38	4.33	4.29	4.67	4.50	NA
UWRF Average		3.48	4.23	4.34	4.12	4.25	

¹ Note: Agent perception evaluations were not conducted in 2004. Scale for *Contacts* = “1” indicating “No Contact” and a “4” indicating “Extensive Contact.” Scale for *Teaching, Information, Support, Relations and Outcomes* = “1” poor quality and “5” good quality. Outcomes measure was not used prior to 2008.

Extension Activities: Summary of Rating by External Stakeholders

Hadley-2009 End of Year University of Wisconsin Extension External Evaluation (Sample Size = 11)	
Area	Percent <i>Strongly Agree/Agree</i>
This person provides significant leadership for planning and implementing educational programs. (n=8)	100%
This person's educational programs are based on important needs. (n=9)	100%
This person's programming is based on research and current knowledge. (n=9)	100%
This person's programming is appropriate for the audience. (n=8)	100%
This person is responsive to the needs of stakeholders. (n=10) ¹	90%
¹ . 10% undecided	

Extension Workshops and Seminars

2017: Gregg Hadley and Duane Hund: Succession Planning During a Challenging Ag Economy. The Kansas Agriculture Medication Services Planning for the Future Workshop. Dodge City, KS. February 2017.

Gregg Hadley: Transferring Management. The Kansas Agriculture Medication Services Planning for the Future Workshop Series. Dodge City and Lawrence, KS. February 2017.

Gregg Hadley and Charlotte Olsen: Teambuilding and Communications. The Kansas Agriculture Medication Services Planning for the Future Workshop Series. Dodge City and Lawrence, KS. February 2017.

Forrest Buhler, Gregg Hadley, Char Henton, Duane Hund, Charlotte Olsen: Introduction to Succession Planning. The Kansas Agriculture Medication Services Planning for the Future Workshop Series. Dodge City and Lawrence, KS. January 2017.

Gregg Hadley and Duane Hund: Is It Time to Retire? What about the Next Generation? Top Ten Strategies for Navigating a Struggling Farm Economy. Salina, Topeka, Hays, Dodge City, Colby, and El Dorado, KS. January - February 2017.

2016: Gregg Hadley and Duane Hund: Is It Time to Retire? What about the Next Generation? Kansas State University Department of Agricultural Economics Agent Update. Emporia and Ness City, KS. November 2016.

Gregg Hadley: What about the Next Generation? Kansas State University Department of Agricultural Economics 2016 Risk and Profit Conference. Manhattan, KS. August 2016.

Gregg Hadley and David Kehler: Visioning and Goal Setting. K-State Research and Extension Butler County Farm Succession Series. March 2016.

Gregg Hadley, David Kehler and Charlotte Olsen: Communications and Team Building. K-State Research and Extension Butler County Farm Succession Series. March 2016.

Gregg Hadley and David Kehler: Farm Succession Overview. K-State Research and Extension Butler County Farm Succession Series. February 2016.

Gregg Hadley: Farm Succession Planning. Preserving the Family with Estate Planning. Hill City, Oberlin, and Oakley, KS. February 2016.

Forrest Buhler, Gregg Hadley, Char Henton, Duane Hund and Charlotte Olsen: Finding Success in Succession Planning. 2016 Women Managing the Farm. Manhattan, KS. February 2016.

Laurie Chandler and Gregg Hadley: Team Work, Grand Challenges, and Becoming Indispensable. 2016 K-State Research and Extension Annual Partnership Meeting. Pratt, KS. January 2016.

Gregg Hadley and Paula Peters: Team Work, Grand Challenges, and Becoming Indispensable. 2016 K-State Research and Extension Annual Partnership Meeting. Russell, KS. January 2016.

Gregg Hadley and Paula Peters: Team Work, Grand Challenges, and Becoming Indispensable. 2016 K-State Research and Extension Annual Partnership Meeting. Garden City, KS. January 2016.

Gregg Hadley: Succession: Training the Next Farm CEO. Ag Profitability Conference. St. John, KS. January 2016.

Laurie Chandler, Gregg Hadley and Paula Peters: Team Work, Grand Challenges, and Becoming Indispensable. 2016 K-State Research and Extension Annual Partnership Meeting. Lawrence, KS. January 2016.

Gregg Hadley: Succession: A Business Perspective. Greenwood County Kansas Farm Bureau Farm and Ranch Succession Workshop. Eureka, KS. January 2016.

Gregg Hadley: Succession: An Overall Perspective. Greenwood County Kansas Farm Bureau Farm and Ranch Succession Workshop. Eureka, KS. January 2016.

2015: Michelle Buchanan and Gregg Hadley: Midway District Community Development Program Development Committee Workshop. December 2015.

Gregg Hadley: Guest Lecture: Farm Succession. AGE 598 Farm Management Strategies. Manhattan, KS. December 2015.

Gregg Hadley: Dairy Farm Bill Overview. Prepared by Robin Reid. KSRE Webinar. September 2015.

Gregg Hadley: Agent Orientation/Professional Development. State Extension Advisory Council Summer Meeting. Abilene, KS. August 2015.

Gregg Hadley: Program Development Committees and Program Focus Teams as Our Model of Programming. State Extension Advisory Council Summer Meeting. Abilene, KS. August 2015.

Gregg Hadley: Dairy Farm Bill Overview. Prepared by Robin Reid. Seneca, KS. July 2015.

Gregg Hadley: Dairy Farm Bill Overview. Prepared by Robin Reid. Hutchinson, KS. July 2015.

Carl Garten and Gregg Hadley: How Program Focus Teams Can Benefit from Local Program Development Committees. K-State Research and Extension Program Focus Team Leader Retreat. Salina, KS. July 2015.

Gregg Hadley: Marais des Cygnes District PDC Workshop. Paola, KS. April 2015.

Gregg Hadley: PDC Engagement: Putting It All Together. Agents Engaging PDCs Workshop. Pratt, KS. April 2015.

Gregg Hadley: PDC Engagement: Putting It All Together. Agents Engaging PDCs Workshop. Garden City, KS. April 2015.

Gregg Hadley: PDC Engagement: Putting It All Together. Agents Engaging PDCs Workshop. WaKeeney, KS. April 2015.

Gregg Hadley: PDC Engagement: Putting It All Together. Agents Engaging PDCs Workshop. Iola, KS. April 2015.

Gregg Hadley: PDC Engagement: Putting It All Together. Agents Engaging PDCs Workshop. Manhattan, KS. April 1, 2015.

Gregg Hadley: Farm Succession Planning. Butler and Greenwood County Farm Bureau Women Owning Land Series. March 2015.

Charlie Griffin and Gregg Hadley: Power Transfer. Planning for Farm and Ranch Succession. Iola, KS. March 2015.

Gregg Hadley: Succession Planning Overview. Planning for Farm and Ranch Successions. Iola, KS. March 2015.

Charlie Griffin and Gregg Hadley: Power Transfer. Planning for Farm and Ranch Succession. Hays, KS. March 2015.

Gregg Hadley: Succession Planning Overview. Planning for Farm and Ranch Successions. Hays, KS. March 2015.

Gregg Hadley: Farm Succession: Making It Happen. Preserving the Family with Estate Planning. Colby, KS. February 2015.

Gregg Hadley: Farm Succession: Making It Happen. Preserving the Family with Estate Planning. Stockton, KS. February 2015.

Gregg Hadley: Farm Succession Overview. Estate Planning Workshop. Bazine, KS. February 2015.

Gregg Hadley: Farm Succession. Pawnee Fry. Pawnee, KS. January 2015.

Gregg Hadley: Developing and Effective, Engaged and Efficient Workforce. Garden City, KS. January 2015.

Gregg Hadley for Forrest Buhler: Agricultural Business Organizations. Planning for Farm and Ranch Succession. Emporia, KS. January 2015.

Charlie Griffin and Gregg Hadley: Power Transfer. Planning for Farm and Ranch Succession. Emporia, KS. January 2015.

Gregg Hadley: Succession Planning Overview. Planning for Farm and Ranch Successions. Emporia, KS. January 2015.

Gregg Hadley for Forrest Buhler: Agricultural Business Organizations. Planning for Farm and Ranch Succession. Manhattan, KS. January 2015.

Charlie Griffin and Gregg Hadley: Power Transfer. Planning for Farm and Ranch Succession. Manhattan, KS. January 2015.

Gregg Hadley: Succession Planning Overview. Planning for Farm and Ranch Successions. Manhattan, KS. January 2015.

Charlie Griffin and Gregg Hadley: Power Transfer. Planning for Farm and Ranch Succession. Pratt, KS. January 2015.

Gregg Hadley: Succession Planning Overview. Planning for Farm and Ranch Successions. Pratt, KS. January 2015.

2014: Gregg Hadley: Succession Planning and Family Dynamics. Kansas Farm Bureau Estate and Succession Planning Workshop. Wichita, KS. December 2014.

Gregg Hadley: Guest Lecture: Farm Succession. AGECE 598 Farm Management Strategies. Manhattan, KS. November 2014.

Gregg Hadley: Growing and Maintaining Trust. University of Wisconsin – Extension. Madison, WI. November 2014.

Gregg Hadley: Farm Succession: Steps to a Successful Transition. Women of Agriculture. Great Bend, KS. October 2014.

Gregg Hadley et al: Engaging Your PDC in Issue Identification and Prioritization Using the Five Grand Challenges. K-State Research and Extension Annual Conference 2014. October 2014

Gregg Hadley et al: Tighter Farm Finances and Resources for Farm and Ranch Successions. K-State Research and Extension Annual Conference 2014. October 2014.

Gregg Hadley: K-State Research and Extension Update. Master Farmers and Master Homemakers Meeting. September 2014.

Gregg Hadley: Program Planning Retreat: Why? How? What? Extension Program Planning Retreat. Mississippi State University. Approximately 85 Extension professionals participated. Starkville, MS. June 2014.

Extension Program Planning Retreat. Co-developed, led, facilitated and educated at this workshop for approximately 85 Mississippi State University Extension professionals who learned logic model-based program planning concepts and applied this knowledge to develop comprehensive state-wide program action plans. Starkville, MS. June 2014.

Gregg Hadley: Program Planning Overview. Extension Program Planning Retreat. Mississippi State University. Approximately 85 Extension professionals participated. Starkville, MS. June 2014.

Gregg Hadley: K-State Research & Extension Overview. Discussion with a delegation of Australian Commodity Association representatives. Approximately 10 Australian commodity association representatives, K-State Research and Extension administrators, and a University of Nebraska Extension administrator participated. Manhattan, KS. April 2014.

Daryl Buchholz and Gregg Hadley: KSRE Administration Update. Kansas Association of County Agriculture Agents Spring Meeting. Approximately 70 Extension professionals attended. Hays, KS. April 2014.

New Agent Local Operations Training. I prepared the "Working with Program Development Committees" portion of the training program. Approximately 15 people participated. Manhattan, KS. March 2014.

Gregg Hadley: Succession Planning. Women and the Farm Conference. Approximately 40 people attended. Anthony, KS. March 2014.

Gregg Hadley: Succession Planning and Family Dynamics. Kansas Farm Bureau Estate and Succession Planning Workshop. Approximately 25 people attended. Erie, KS. February 2014.

Gregg Hadley: Employee Performance. Ag Profitability Conference Series. Distance Presentation. Hillsboro, KS. February 2014.

Gregg Hadley: Human Resource Management Review and Discussion. Kansas State University Management and Strategic Thinking (MAST) Program. Approximately 30 MAST participants and KSU educators participated. Manhattan, KS. February 2014.

Gregg Hadley: Making Farm Successions Successful. Women Managing the Farm Conference. Approximately 250 people attended. Manhattan, KS. February 2014.

Gregg Hadley: Enhancing Employee Performance. Women Managing the Farm Conference. Approximately 35 people attended. Manhattan, KS. February 2014.

Cowley County KSRE Program Development Committee Grand Challenge Workshop. Co-developed and facilitated this needs assessment workshop. Approximately 25 Program Development Committee members and Extension professionals participated. Winfield, KS. February 2014.

Gregg Hadley: Farm Succession Planning. Ag Profitability Conference Series. Distance Presentation. Lyons, KS. January 2014.

Gregg Hadley: Farm Succession Planning. Women in Agriculture Conference. Approximately 50 people attended. Liberal, KS. January 2014.

Laurie Chandler and Gregg Hadley: Strengthening Programs through Program Development Committees. Approximately 120 people attended. 2014 KSRE Partnership Meetings. Wichita, KS. January 2014.

Laurie Chandler and Gregg Hadley: Strengthening Programs through Program Development Committees. Approximately 100 people attended. 2014 KSRE Partnership Meetings. Lawrence, KS. January 2014.

Laurie Chandler and Gregg Hadley: Strengthening Programs through Program Development Committees. Approximately 40 people attended. 2014 KSRE Partnership Meetings. Ellsworth, KS. January 2014.

Laurie Chandler and Gregg Hadley: Strengthening Programs through Program Development Committees. Approximately 100 people attended. 2014 KSRE Partnership Meetings. Scott City, KS. January 2014.

2013: Kansas State University Management and Strategic Thinking (MAST) Program. Developed 8 archived presentations concerning agricultural human resource management topics. Approximately 25 people participated. Manhattan, KS. December 2013 – February 2014.

Gregg Hadley: Succession Planning and Family Dynamics. Kansas Farm Bureau Estate and Succession Planning Workshop. Approximately 25 people attended. Abilene, KS. November 2013.

Gregg Hadley: Succession Planning and Family Dynamics. Kansas Farm Bureau Estate and Succession Planning Workshop. Approximately 40 people attended. Topeka, KS. November 2013.

Riley County KSRE Program Development Committee Grand Challenge Workshop. Co-developed and co-facilitated this needs assessment workshop. Approximately 30 Program Development Committee members and Extension professionals participated. Manhattan, KS. September 2013.

Gregg Hadley: Communication and the Family Business. Women in Agriculture Meeting. Approximately 50 people participated. Jetmore, KS. April 2013.

Gregg Hadley: KSRE Administration Update. Kansas Association of County Agriculture Agents Spring Meeting. Approximately 70 Extension professionals attended. Ft. Scott, KS. April 2013.

The Extension Ogallala Aquifer Summit. Co-developed and facilitated this educational and brainstorming workshop for Extension professionals regarding issues related to the Ogallala Aquifer. Approximately 50 Extension professionals participated. Garden City, KS. April 2013.

Atchison County KSRE Strategic Planning Workshop. Co-developed and co-facilitated this strategic planning workshop for Atchison County Extension Council members and Extension professionals. Approximately 12 people participated. Atchison, KS. March 2013.

Gregg Hadley: Farm Succession: How to Begin! McPherson County KSRE Meeting. Approximately 40 people participated. McPherson, KS. March 2013.

2013 Master Farmer and Master Homemaker Awards Banquet. Served as a master of ceremony for this awards program honoring Kansas farmers and homemakers. Manhattan, KS. March 2013.

New Agent Local Operations Training. I prepared the "Working with Program Development Committees" portion of the training program. Approximately 12 people participated. Manhattan, KS. February 2013.

Gregg Hadley: Human Resource Management in Kansas. Ag Profitability Conference Series. Distance presentation. Pratt, KS. February 2013.

Gregg Hadley: Human Resource Management in Kansas. Ag Profitability Conference Series. Approximately 30 people attended. McPherson, KS. February 2013.

Gregg Hadley: Ideas for a Successful Succession. Gray County KSRE Meeting. Approximately 25 people attended. Cimarron, KS. February 2013.

Gregg Hadley: Ideas for a Successful Succession. Edwards County KSRE Meeting. Approximately 60 people attended. Kinsley, KS. February 2013.

2012: Gregg Hadley: KSRE Administrative Update. 2012 Douglas County KSRE Annual Meeting. Approximately 30 people attended. Lawrence, KS. November 2012.

Gregg Hadley: Immigration and the Workplace. KSRE Farm Management Program Focus Team Webinar. Distance presentation. Manhattan, KS. November 2012.

Gregg Hadley: KSRE Administrative Update. 2012 Reno County KSRE Annual Meeting. Approximately 30 people attended. Hutchinson, KS. November 2012.

Gregg Hadley: KSRE Administrative Update. 2012 Leavenworth County KSRE Annual Meeting. Approximately 30 people attended. Leavenworth, KS. November 2012.

Gregg Hadley: KSRE Administration Update. Kansas Association of County Agriculture Agents Spring Meeting. Approximately 80 Extension professionals attended. Pratt, KS. April 2012.

Gregg Hadley: Passing on the Farm – Steps to a Successful Transition. Jackson County Women in Agriculture Meeting. Approximately 50 people attended. Holton, KS. April 2012.

Gregg Hadley: Ideas for a Successful Succession. Lincoln County Farm Bureau Meeting. Approximately 25 people participated. Lincoln, KS. February 2012.

Gregg Hadley: Who Will Care for the Nursery When I Am Gone? – Ideas for a Successful Succession. Retail Works 2012. Approximately 24 people participated. Topeka, KS. February 2012.

2011: Gregg Hadley: Human Resources for Agricultural Producers. River Valley District KSRE Meeting. Approximately 30 people attended. Washington, KS. December 2011.

Gregg Hadley: KSRE Administrative Update. 2012 Sedgwick County KSRE Annual Meeting. Approximately 30 people attended. Wichita, KS. November 2012.

Gregg Hadley: KSRE Administrative Update. 2012 Johnson County KSRE Annual Meeting. Approximately 30 people attended. Olathe, KS. November 2012.

Gregg Hadley: Pasture-Based Dairy Farm Financial Competitiveness Considerations. Columbia-Dodge Grazing Meeting. Approximately 30 producers and industry stakeholders participated. Columbus, WI. March 2011.

Gregg Hadley: Pasture-Based Dairy Farm Financial Competitiveness Considerations. Heart of Wisconsin 17th Annual Winter Grazing Conference. Approximately 40 producers and industry stakeholders participated. Rothschild, WI. March 2011.

Gregg Hadley: What's the Culture of Your Business? Professional Dairy Producers of Wisconsin Business Management Conference. Approximately 180 producers and industry stakeholders participated. Madison, WI. March 2011.

The Ridgeline Farm Project. This project involved examining the human resource management procedures of the dairy farm. March 2011.

Gregg Hadley: Opportunities for Penn State's Dairy Alliance in the Dairy Industry. Approximately 20 Extension professionals participated. State College, PA. February 2011.

Gregg Hadley: Is There Money in Dairy Farming? ADSA-SAD Conference. Approximately 120 undergraduate members of the student division of the American Dairy Science Association participated. River Falls, WI. February 2011.

Gregg Hadley: Gregg's Dirty Dozen HRM No-Nos. St. Croix County UW-Extension Dairy Farm Manager Peer Group. Approximately 6 dairy farm managers participated. Baldwin, WI. February 2011.

The Crockford Farm Project. This project involved determining the financial competitiveness and financial health of this dairy farm. February 2011.

Gregg Hadley: Hiring and Retaining the Right Farm Employee for You. Clark County UW-Extension Human Resource Management Producer Meeting. Approximately 20 producers and industry stakeholders participated. Loyal, WI. January 2011.

Gregg Hadley: Wisconsin Dairy Farming in the "0" Decade: Future Implications for Dairy Producers. Eagleton, WI. AgStar Financial Customer Appreciation Day. January 2011.

The Johnson Farm Project. This project involved developing the succession plan for this dairy farm. Multiple Sessions. 2011.

The Klein Farm Project. This project involved developing the succession plan for this dairy farm. Multiple Sessions. 2011.

The Feltz Farm Project. This project involved determining the financial competitiveness and financial health of this dairy farm. Multiple Sessions 2011.

The Larson Farm Project. This project involved determining the financial competitiveness and financial health of the farm and to determine the financial feasibility of developing a value-added dairy processing plant and store. Multiple Sessions. 2011.

The UW-Extension Management Assessment Center for UW-River Falls Students. 12 UW-River Falls' students attended this program. Chetek, WI. January 2011.

UW-Extension and University of Wisconsin Agricultural Short-Course: Practical Human Resource Management Considerations for Farmers. A 3-day human resource management education program for University of Wisconsin Short Course students and Wisconsin producers. January 2011.

2010: Gregg Hadley: Financial Benchmarking for Dairy Farm Managers. Wisconsin Indianhead Technical College Dairy Farm Management Continuing Education Program. Barron, WI. December 2010.

The Elusive Dairy Farm Project. This project involved determining the financial competitiveness and financial health of this dairy farm. November 2010.

The Management Assessment Center for the Professional Dairy Producers of Wisconsin (PDPW). 12 dairy farm manager members from Wisconsin and Illinois attended the program sponsored by UW-Extension and PDPW. Arkdale, WI. November 2010.

Gregg Hadley, Kevin Bernhardt, Victor Cabrera and Alan Linnebur: The DuPont Analysis: Making Your Financial Analyses Simpler and More Effective. The 2010 UW-Cooperative Extension All Staff Conference. Approximately 30 UW-Extension professionals attended this professional development workshop. Madison, WI. October 2010.

The Powell Farm Project. This project involved assisting a custom hire/dairy farm/beef farm/crop farm in conducting enterprise profitability analyses for strategic decision making. September 2010.

Gregg Hadley, Kevin Bernhardt, and Victor Cabrera: Using the DuPont Analysis When Advising Farm Managers. The Center for Dairy Profitability Boot Camp. Approximately 30 UW-Extension professionals and Wisconsin Department of Agriculture, Trade and Consumer Protection attended this professional development workshop. Wisconsin Dells, WI. August 2010.

The UW-Extension Management Assessment Center for Agronomy Professionals. 12 agribusiness professionals attended the program. Arkdale, WI. August 2010.

The Ridgeline Farm Project. This project involved determining the financial competitiveness and financial health of this dairy farm. July 2010.

Gregg Hadley: Economic Considerations in Grazing Systems 2010. The Wisconsin Grazing School. Approximately 40 producers and other stakeholders attended two sessions of this workshop. River Falls and Merrill, WI. May and July 2010.

The Drinkman Farm Project. The project involved assisting an organic dairy farm develop and implement a financial plan designed to help it come out of bankruptcy. May 2010.

The Schauf Farm Project. Conducted with a UW-Extension county agent. This project examined the financial feasibility of several exit strategies for this 60-cow dairy farm exit. May 2010.

Gregg Hadley: Machinery Ownership, Repair, and Replacement Costs – Farmer Owner and Custom Providers. The UW-Extension Grain Crops Production Clinic. Approximately 45 producers attended two sessions of this workshop. Green Bay and Brillion, WI. March 2010.

Gregg Hadley: The Art and Science of Benchmarking. Wisconsin Indianhead Technical College Producer Meeting. Approximately 12 producers and educators attended this meeting. Barron, WI. February 2010.

Gregg Hadley: Dairy Farm Profitability: Then, Now, and the Years to Come. The Ag Risk Managers Producer Meeting. Approximately 120 producers attended this seminar. Menominee, WI. February 2010.

The Larson Farm Project. This project involved determining the financial health of the farm and developing the general business plans for the farm. February 2010.

The Geiser Farm Project. This project involved developing the farm transfer and general business plans for this farm. February 2010.

The Klein Farm Project. This project involved developing the farm transfer and general business plans for this farm. January 2010.

The Johnson Farm Project. This project involved developing the farm transfer and general business plans for this farm. January 2010.

The UW-Extension Management Assessment Center for UW-River Falls Students. 12 UW-River Falls' students attended this program. Chetek, WI. January 2010.

The UW-Extension Transferring the Farm in a High Stakes Era Workshops. This project provided one-day education to producers and lenders about farm transfer issues. I instructed at two of the workshops. 100 producers and lenders participated at the Black River Falls, WI session and 60 people attended the River Falls, WI session. January 2010.

Gregg Hadley: How Foremen Supervise Employees. The Wisconsin Framebuilders Association. Approximately 12 framebuilders attended this seminar. Madison, WI. January 2010.

Gregg Hadley: How Foremen Motivate Employees. The Wisconsin Framebuilders Association. Approximately 8 framebuilders attended this seminar. Madison, WI. January 2010.

Gregg Hadley: Evaluating/Justification of Equipment Purchases. The Wisconsin Custom Operators Association, Professional Nutrient Applicators Association of Wisconsin, and Midwest Forage Association 2010 Symposium and Annual Meeting. Approximately 80 custom operators and agribusiness managers attended this seminar. Wisconsin Dells, WI. January 2010.

Gregg Hadley: Recovering from 2009 and Planning for 2010. Northeast Wisconsin Technical College 2010 Farm Business Seminar. Approximately 60 producers attended this meeting. Green Bay, WI. January 2010.

2009: The Grow Wisconsin Dairy Management Team Program. This was a collaborative program offered by the Wisconsin Department of Agriculture, Trade and Consumer Protection, Department of Commerce, and the UW-Extension that provides funds to Wisconsin dairy farms to start management advisory teams. I was a Co-Leader of the program, and my responsibilities included the recruitment of facilitators and evaluating the results of the program. Multiple Sessions. 2009 – 2010.

The Wisconsin Dairy Business Initiative Taskforce. This was a collaborative effort between the Professional Dairy Producers of Wisconsin, UW-Extension, and lending and agricultural financial services firms. The purpose of this program was to achieve widespread acceptance of managerial accounting on Wisconsin dairy farms in 20 years. I was the Co-Leader of this endeavor. Multiple Sessions. 2009 – 2010.

The UW-Extension Deal or No Deal: Managing the Margin Workshops. This project involved making producers aware of the increased volatility in today's agricultural markets, how to assess risk, and how to make management decisions under increased uncertainty. I instructed at two of the workshops. 12 producers and lenders participated at the Curtiss, WI session and 60 producers and lenders participated in the Manawa, WI session. November 2009.

Gregg Hadley: Economic Considerations for Difficult Times. Countryside Cooperative Lenders Meeting. Approximately 30 lenders attended this meeting. Baldwin, WI. September 2009.

The Leonard Farm Project. Conducted on behalf of the proprietor, this project examined the financial competitiveness of farms that rent their facilities and purchase all of their feed vs. those that own their facilities and grow their forage and feed grains. July 2009.

The Steins Farm Project. Conducted with a UW-Extension county agent. This project estimated the financial implications of a newly installed but faulty robotic milking system on a 100-cow organic dairy farm. July 2009.

Gregg Hadley: Enhancing Team Performance. The UW-Extension ANRE Team Leadership Summit. Approximately 35 UW-Extension personnel attended this workshop. Wisconsin Dells, WI. June 2009.

2009 UW-Extension Agriculture and Natural Resources Conference Planning Committee. This committee was responsible for planning and implementing the UW-Extension Agriculture and Natural Resources Conference. June – October 2009.

The UW-Extension ANRE Team Leadership Summit. The UW-Extension ANRE Coaches Team developed, planned and put on this leadership workshop for UW-Extension personnel. Responsible for initially proposing the idea, taking the lead in developing the workshop, recruiting speakers and participants, hosting the workshop, and evaluating the workshop. 35 UW-Extension personnel attended this workshop. Wisconsin Dells, WI. June 2009.

Gregg Hadley: Economic Considerations in Grazing Systems 2009. The Wisconsin Grazing School. Approximately 40 producers and other stakeholders attended two sessions of this workshop. River Falls and Cable, WI. May and July 2009.

UW-Extension Farm Scale Biodiesel Plant Project. Conducted with a team of UW-Extension personnel. This project determined the cost of production of a low-investment on-farm biodiesel plant piloted during 2008. May 2009.

The Bar Nor Farms Project. Conducted with a team of UW-Extension personnel. This project estimated the financial implications of a stray voltage problem on a 100-cow dairy that occurred from 1998-2008. May 2009.

The Schmitz Farm Project. Conducted with a UW-Extension county agent. This project examined the feasibility of expanding a 116-cow dairy farm by adopting a robotic milking system or through a lower investment method. May 2009.

The Schauf Farm Project. Conducted with a UW-Extension county agent. This project examined the financial feasibility of a 60-cow dairy farm adopting robotic milking technology and expanding to 120 cows. May 2009.

Countryside Cooperative Feed Division Strategic Planning Session. Facilitated a strategic planning session for the feed division of Countryside Cooperative. Approximately 18 Countryside Cooperative employees attended this event. Menomonie, WI. April 2009.

The UW-Extension Deal or No Deal: Managing the Margin Workshops. This project involved making producers aware of the increased volatility in today's agricultural markets, how to assess risk, and how to make management decisions under increased uncertainty. 4 workshops were held. Collectively, 75 producers and stakeholders were educated. Rice Lake, Marshfield, Monroe, and Durand, WI. March 2009.

Gregg Hadley: Keeping Heifer Raising Profit Margins Profitable. The UW-Extension Raising Quality Dairy Heifers Annual Seminar. Approximately 70 producers and agribusiness professionals attended this meeting. Kimberly, WI. February 2009.

Gregg Hadley: Recent Financial Trends in the Wisconsin Dairy Industry. Berlin National Bank Meeting. Approximately 15 lenders and members of the Board of Directors attended this meeting. Berlin, WI. February 2009.

The UW-Extension Management Assessment Center for Agribusiness Professionals. 12 agribusiness professionals attended this program. Chetek, WI. February 2009.

Gregg Hadley: The Profitability of Grazing Operations. Western Wisconsin Winter Grazing Meeting. Approximately 8 producers attended this meeting. Spring Valley, WI. January 2009.

Gregg Hadley: Supervisory Skills Training. Wisconsin Custom Operators, Professional Nutrient Applicators of Wisconsin, Midwest Forage Association Symposium and Annual Meeting. Approximately 50 agribusiness professionals attended this session. Wisconsin Dells, WI. January 2009.

Gregg Hadley: Farm Business Management Strategies for Uncertain Times. The UW-Extension Dairy Team Road Show. Approximately 195 producers and stakeholders attended the 13 seminars. Spring Green, Melrose, Baldwin, Amery, Chippewa Falls, Rice Lake, Owen, Gilman, Plover, Stratford, Antigo, Casco and Suring, WI. January 2009.

The UW-Extension Management Assessment Center for UW-River Falls Students. 12 UW-River Falls' students attended this program. Chetek, WI. January 2009.

2008: The Puentes/Bridges Guest Dairy Worker Entrepreneurship Training Program Pilot Project. Co-designed and implemented this program with representatives of the Puentes/Bridges organization. This program involved working with Wisconsin dairy farmers to provide monthly entrepreneurship training to guest dairy farm employees who desire to start businesses in their native countries. Waumandee, WI. Multiple Sessions. 2008 – 2009.

Gregg Hadley: Equipment, Buy, Sell or Custom Hire. The Central Wisconsin Agricultural Lenders Conference. Approximately 12 lenders and Extension educators attended. Wautoma, WI. December 2008.

2009 Western Wisconsin Ag Lenders Conference Planning Sessions. Participated with county-level extension personnel and agricultural lenders in the planning of the 2009 Western Wisconsin Agricultural Lender's Conference. November 2008.

2008 UW-Extension Agriculture and Natural Resources Conference Planning Committee. This committee was responsible for planning and implementing the UW-Extension Agriculture and Natural Resources Conference. Approximately 150 agents, specialists and other stakeholders received training at this conference. Wisconsin Dells, WI. August – October 2008.

Gregg Hadley: A Financial Analysis of Forage Harvesting, Storing, and Feeding Systems. The UW-Extension Forage Winter Meeting. Approximately 10 producers and agricultural stakeholders attended. Cadott, WI. March 2008.

Gregg Hadley: SART Team Building Program. The Sexual Abuse Response Team Board of Directors Retreat. New Richmond, WI. Approximately 12 SART Board members attended. New Richmond, WI. February 2008.

UW-Extension and UW-River Falls Returning to the Farm Program. Twelve families participated in the workshop. Secured funding and led the advertising, program development, facilitator recruitment, and implementation and evaluation efforts. Twelve families participated in the workshop. River Falls, WI. January and February 2008.

Gregg Hadley: Economic Considerations in Grazing Systems 2007. The UW-River Falls Sustainable Agriculture Conference. Approximately 150 producers, educators, and agricultural stakeholders attended. River Falls, WI. January 2008.

Jerry Clark and Gregg Hadley: Attributes of a Successful Manager: Assessment Center for Agronomy Business Owners and Managers. The WFAPM Annual Meeting. Approximately 160 agronomy professionals attended. Madison, WI. January 2008.

2007: Gregg Hadley: Are Your Feed Costs Sucking the \$ Out of Dairying? UW-Extension Calumet County Cow College. Approximately 30 producers and agricultural stakeholders attended. Calumet, WI. December 2007.

Gregg Hadley: Financial Strategies/Competitiveness. UW-Extension Dairy Herd Management and Health Clinic. Collectively, approximately 50 producers and agriculture stakeholders attended. Bangor and Arcadia, WI. December 2007.

UW-Extension and Center for Dairy Profitability Financial Management Professional Development Series: Module 1: The Financial Statements. Approximately 15 UW-Extension and Wisconsin Technical College employees attended this workshop, which I designed. Wisconsin Rapids, WI. December 2007.

Leonard Farm Financial Performance Analysis Project. A financial performance analysis/business planning project for a south central Wisconsin dairy farm. November 2007.

Gregg Hadley: The Cost of Concrete Alternatives for Cow Traffic (An Economic Analysis of Rubberized Flooring for Dairy Cattle). Clark and Taylor County UW-Extension Hoof Care Meeting. Approximately 25 producers and agriculture stakeholders attended. Thorpe, WI. November 2007.

Gregg Hadley and Jenny Vanderlin: The Financial Farm Management Literacy Quiz Bowl. 2007 UW-Extension Agriculture and Natural Resource Education Annual Meeting. Approximately 20 UW-Extension professionals attended. Wisconsin Dells, WI. October 2007.

2008 Western Wisconsin Ag Lenders Conference Planning Sessions. Participated with county-level extension personnel and agricultural lenders in the planning of the 2008 Western Wisconsin Agricultural Lender's Conference. October 2007.

Gregg Hadley: An Analysis of Single Emphasis Approaches Used to Become Profitable in the Dairy Industry. 2007 Farm Service Agency State Farm Loan Program Training Meeting. Approximately 70 Farm Service Agency employees attended. La Crosse, WI. September 2007.

Gregg Hadley: Economic Considerations in Grazing Systems 2007. Wisconsin Grazing School. A total of approximately 70 producers, farm advisors, and other stakeholders attended these sessions. River Falls, Kiel, and Neillsville, WI. May, June, and July 2007.

Gregg Hadley: Wisconsin Agricultural Labor Issues. The 2007 Professional Development Conference of the Wisconsin Association of Agricultural Educators. Approximately 50 agricultural education professionals attended the presentation. Middleton, WI. June 2007.

Gregg Hadley - presented by Matt Glewen due to inclement weather: The Profitability of Dairy Farm Crop Enterprises. UW-Extension Management Update. Kiel, WI. March 2007.

Gregg Hadley: Ensuring a Financially Viable Future for the Wisconsin Dairy Farm Industry. UW-Extension Heart of the Farm Conference. Approximately 50 people attended. Eau Claire, WI. March 2007.

The UW-Extension Management Assessment Center for Dairy Farm Owners/Managers. 12 producers participated. Chetek, WI. February 2007.

UW-Extension and UW-River Falls Returning to the Farm Program. Co-responsibility for program co-development, participant recruitment, and implementation. Approximately 45 UW-River Falls' students and producers (15 families) attended this farm succession workshop. River Falls, WI. February 2007.

Gregg Hadley, Arlin Brannstrom, and Bruce Jones: Strategies to Improve Profitability. 2007 UW-Extension Dairy Road Show. I developed the presentation and presented at eight of the producer meetings. Approximately 260 producers and stakeholders attended the meetings on four dates. January 2007.

2006: Gregg Hadley: Addressing the Main Issue of Managing People, Working Together, and Communications on the Unknown. 2006 UW-Extension and UW-River Falls Returning to the Farm Program. Approximately 45 producers and students attended. River Falls, WI. November 2006.

UW-Extension and UW-River Falls Returning to the Farm Program. Approximately 45 UW-River Falls' students and producers (15 families) attended this farm succession workshop. River Falls, WI. November 2006.

The UW-Extension Management Assessment Center for Dairy Farm Owners/Managers. Approximately 11 producers attended the assessment. Byron, WI. November 2006.

2006 Lauren Agrisystems and Lauren Dairy Research Farm Project. This project analyzed the profitability of Lauren Agrisystems Research Farm. August 2006. Gregg Hadley: Economic Considerations in Grazing Systems. 2006 Wisconsin Grazing School. Approximately 40 producers, farm advisors, and other stakeholders attended. June 2006.

Gregg Hadley: The Differences between Profitable and Less Profitable High Producing Dairy Farms. UW-Extension Agriculture Management Update. Kimberly, WI. March 2006.

Gregg Hadley: Midwest Dairy Profitability: Are We Even in the Same Ballpark? UW-Extension CWAS Dairy Series. Approximately 40 producers, lenders, and other stakeholders attended two presentations. Marshfield and Junction City, WI. This presentation was also presented by county agents in the Town of Springfield in Marquette County and in Elroy, WI. February 2006.

Gregg Hadley: Financial Fitness for Your Farm. UW-Extension Annie's Project II. Oshkosh, WI. January 2006.

2006 Western Wisconsin Agricultural Lenders Conference and Conference Planning Committee. Served as secretary of the planning committee. Involved in planning the conference, recruiting speakers, and coordinating travel and logistics. Approximately 80 lenders attended. Menomonie, WI. January 2006.

UW-Extension Annie's Project II. Five producers attended. Appleton, WI. January 2006.

2005: The UW-Extension Management Assessment Center for Dairy Farm Owners/Managers. Served as an assessor for both sessions of the "Assessment Center." The management skills of 17 farm managers and stakeholders were assessed. 11 producers and 1 lender attended. Chetek, WI. November 2005.

Felix Farm Feasibility Study. Conducted a financial feasibility study of starting a 35-head management intensive rotational grazing stocker operation for this producer. This study resulted in obtaining a younger producer's loan from the Farm Service Agency to start a stocker enterprise. October 2005.

Robert K. Cropp, Gregg Hadley, Randy Knapp, Ryan Tichich, and Jenny Vanderlin: Assessment Center for Dairy Farm Owners and Managers. UW-Extension Cross-Division Conference. Approximately 40 UW-Extension personnel attended. Reedsburg, WI. September 2005.

Gregg Hadley: Economic Considerations in Grazing Systems. 2005 Wisconsin Grazing School. Approximately 75 producers, farm advisors, and other stakeholders attended. Various locations. June and September 2005.

Gregg Hadley: The Financial Competitiveness of Wisconsin Dairy Farms: Are We Even in the Same Ballpark? UW-Extension Dairy Team In-Service. Approximately 24 UW-Extension and University of Minnesota Extension agricultural agents and specialists attended. Baldwin, WI. April 2005.

Gregg Hadley: The Financial Competitiveness of Wisconsin Dairy Farms: Implications for Extension and Outreach. The Center for Dairy Profitability Brownbag Seminar Series. Approximately 10 researchers and other stakeholders attended. Madison, WI. February 2005.

Gregg Hadley: The Importance of Having and Using Financial Records. Badgerland Farm Credit Services Producer Meeting. Approximately 50 producers and 12 lenders attended. Antigo, WI. February 2005.

Gregg Hadley: The Financial Competitiveness of Wisconsin Dairy Farms: Pretenders or Contenders? The Chippewa Valley Technical College's Large Dairy Management

Peer Group Class. Approximately 20 producers attended. Eau Claire, WI. February 2005.

Gregg Hadley: A Summary of the Results of the Western Wisconsin Agricultural Lenders Conference Lender Survey. Western Wisconsin Agricultural Lenders Conference. Approximately 80 lenders and other agricultural stakeholders attended. Menomonie, WI. January 2005.

2004: Gregg Hadley: What Do Profitable Dairy Farms Do? The Regional Dairy Modernization Task Force's Dairy Summit II. Approximately 120 farmers and agricultural stakeholders attended. Fennimore, WI. December 2004.

The UW-Extension Management Assessment Center for Dairy Farm Owners/Managers. I served as an assessor for the initial session of the "Assessment Center." The management skills of 6 farm managers and stakeholders were assessed. Chetek, WI. November 2004.

2005 Western Wisconsin Agricultural Lenders Conference and Conference Planning Committee. Served as secretary of this committee. Involved in planning the conference, recruiting speakers, and coordinating travel and logistics. Menomonie, WI. October 2004.

Gregg Hadley: Culling Decisions That Make Economic Sense. The 2004 Agriculture Management Update Seminar. Approximately 50 agricultural lenders and other farm financial management professionals attended. Kimberly, WI. September 2004.

Gregg Hadley: Wisconsin Dairy Farms vs. California Dairy Farms: Can Wisconsin Compete? The 2004 UW-Extension Monroe County Agricultural Lenders Meeting. Approximately 12 agricultural lenders attended. Sparta, WI. July 2004.

Gregg Hadley: Wisconsin vs. California Dairying: Maybe It's Not the Weather. The 2004 Dairy Cooperative Field Representative Leadership Conference. Approximately 60 milk processing professionals attended. La Crosse, WI. June 2004.

Gregg Hadley: Wisconsin vs. California Dairying: Let's Not Run Up the White Flag Just Yet! Invited presentation at the 2004 Wisconsin Bankers Association Agricultural Lenders Conference. Approximately 160 agricultural lenders and other agricultural stakeholders attended. Wisconsin Dells, WI. April 2004.

Gregg Hadley: What Wisconsin Dairy Producers Tell Us About Hispanic Employee Relations. The University of Wisconsin – Extension Hispanic Labor Conference. Approximately 40 dairy farm managers attended. Kaukauna, WI. April 2004.

Gregg Hadley: Financial Records, Recordkeeping and Analysis: Why Bother? The University of Wisconsin Center for Cooperatives and Wisconsin Federation of

Cooperatives Young Producers Conference. Approximately 40 dairy farm managers attended. La Crosse, WI. February 2004.

AgVentures: Building a Vision. Helped plan and conduct two train-the-trainer workshops for this financial management and business planning producer education module. January 2004.

Bruce Jones, Gregg Hadley, and Arlin Brannstrom: Producers' Perspectives on What They Can Do to Stay Competitive. The UW-Extension 2004 Dairy Road Show. I presented at four of the events. There were approximately 210 dairy farm managers and other agricultural stakeholders at the four presentations. Various locations. January 2004.

2003: AgVentures: Building a Vision. Helped plan and conduct two train-the-trainer workshops for this financial management and business planning producer education module. November 2003.

Co-developed and implemented with the Center for Dairy Profitability colleagues, a two-day agricultural finance workshop for UW-Extension and Wisconsin Technical College faculty. Responsibilities included preparing and presenting the basic financial statement analysis and co-preparing the capital budgeting portion of the workshop. October 2003

2004 Western Wisconsin Agricultural Lenders Conference and Conference Planning Committee. Involved in the planning the conference, recruiting speakers, and coordinating travel and logistics. Menomonie, WI. October 2003.

Gregg Hadley: Overview of Financial Planning and Analysis. The Center for Dairy Profitability Financial Management Workshop for UWEX and Wisconsin Technical College System Faculty and Staff. Approximately 20 people attended each session. Reedsburg, Menomonie, and Green Bay, WI. March 2003.

Gregg Hadley: Retention: Evaluating and Compensating Key Employees. The Hispanic Labor Conference. Approximately 40 producers, agribusiness, and extension professionals attended. Kaukauna, WI. March 2003.

Gregg Hadley: Creative Farm Management. Bremer Bank Agricultural Producer Appreciation Meeting. Amery, WI. Approximately 20 producers and agricultural lenders attended. February 2003.

At the request of a Chippewa Valley Technical College agricultural instructor, I developed a spreadsheet-based decision aid to help producers determine the breakeven rental rate for irrigated and non-irrigated farmland. February 2003.

Gregg Hadley: Upper Midwest Dairy Expansion: Improved Competitiveness. This was part of a keynote address delivered in conjunction with two presentations by

Normand St-Pierre of The Ohio State University. The Western Wisconsin Agricultural Lenders Conference. Approximately 120 agricultural lenders attended. Menomonie, WI. January 2003.

Gregg Hadley: Upper Midwest Dairy Expansion: Improved Competitiveness. This was part of a keynote address delivered in conjunction with two presentations by Normand St-Pierre of The Ohio State University. The Tri-State Agricultural Lenders Conference. Approximately 30 agricultural lenders attended. La Crosse, WI. January 2003.

2002: Gregg Hadley: The Cost of Concrete Alternatives for Cow Traffic. The University of Wisconsin-Extension's Regional Hoof Care Program. Approximately 75 dairy farm, veterinary, hoof trimming and agribusiness professionals attended the conference. Kaukauna, WI. December 2002.

Gregg Hadley: How Does Longevity Affect Your Bottom Line? The 2002 Midwest Dairy Herd Conference. Approximately 200 people attended this conference. Middleton, WI. November 2002.

2003 Western Wisconsin Agricultural Lenders Conference and Conference Planning Committee. Involved in the planning the conference, recruiting speakers, and coordinating travel and logistics. Menomonie, WI. October 2002.

Gregg Hadley: Low Milk Prices: Where Can I Cut Costs? The Chippewa Valley Technical College's Large Dairy Herd Management Class Meeting. Approximately 20 managers attended the meeting. Eau Claire, WI. October 2002.

Gregg Hadley: Dairy Provisions of the New Federal Farm Bill and Their Impact on Upper Midwest Dairying. The 2002 Fall Meeting of the Wisconsin Chapter of the American Society of Farm Manager and Rural Appraisers. Approximately 75 people attended this meeting. Wisconsin Dells, WI. October 2002.

Gregg Hadley: Creative Dairy Management: The Vita Plus – Loyal Feed Company. Approximately 10 feed sales professionals attended the meeting. Loyal, WI. May 2002.

Gregg Hadley: Employee Evaluation and Compensation. The Chippewa Valley Technical College's Large Dairy Herd Management class meeting. Approximately 20 farm managers attended the class. Eau Claire, WI. February 2002.

Assisted an entrepreneur in determining whether she could profitably lease a property to start an equine boarding, trail riding and dog mushing business. The entrepreneur was able to secure funding and started her own business as a result of our financial feasibility study. February 2002.

Gregg Hadley: Lessons Learned from Upper Midwest Dairy Expansions. The Outagamie, Shawano, and Waupaca County UW-Extension Cow College. Approximately 50 farm managers and agribusiness professionals attended this meeting. Clintonville, WI. January 2002.

Assisted in the planning and delivery of the Center for Dairy Profitability's Spring Financial Workshops. Three workshops were designed to provide financial theory and financial software training for UW-Extension and Wisconsin Technical College's faculty and staff. January 2002.

Provided a producer with DHIA-based information concerning the relative merits of Jersey cattle vs. Holstein cattle to be used in a breakeven analysis to determine if the producer should incorporate Jersey's into their herd. January 2002.

SCHOLARLY ACTIVITIES

Scholarly Activities: Professional, Invited and International Conference Presentations

2019: Gregg Hadley: Enhancing Lives, Economies and Society through Extension and Engagement. Makerere University. About 50 faculty and students attended. Kampala, Uganda. November 2019.

2013: Gregg Hadley: Losses in Human Resource Management. Expo Leche San Marcos. Approximately 250 dairy producers and industry representatives attended. Aguascaliente, Mexico. April 2013.

Gregg Hadley: K-State Research and Extension: A Model to Address Local Agricultural Issues Through University Education and Research Programs. The 2013 Philippine-American Academy of Science & Engineering Conference. Approximately 200 educators and researchers attended. Laoag, Ilocos Norte, Philippines. January-February 2013.

2008: Presented by Gregg Hadley and written by Bill Campbell: Winning Grants. The ITCA-UWRF Partnership for Producer Education's "Taller Sobre Desarrollo Profesional en Extensionismo." 20 educators attended. The Institute of Technology of the City of Altamirano Ciudad Altamirano, Guerrero, Mexico. June 2008.

Gregg Hadley: Using Business Marketing Principles in Adult Learning Program Development. The ITCA-UWRF Partnership for Producer Education's "Taller Sobre Desarrollo Profesional en Extensionismo." 20 educators and 20 students attended. The Institute of Technology of the City of Altamirano Ciudad Altamirano, Guerrero, Mexico. June 2008.

Bob Cropp and Gregg Hadley: The Importance of Teamwork in Business and Education. The ITCA-UWRF Partnership for Producer Education's "Taller Sobre Desarrollo Profesional en Extensionismo." 20 educators and 20 students attended. The Institute of Technology of the City of Altamirano Ciudad Altamirano, Guerrero, Mexico. June 2008.

Gregg Hadley: Motivating and Retaining Dairy Farm Employees. The Fort Dodge Animal Health Herdsman Focus Conference. Approximately 50 producers and agribusiness professionals attended. Lake Elmo, MN. February 2008.

2007: Robert K. Cropp and Gregg Hadley: Management Assessment Center for Dairy Farm Managers. The Farm Management Educators Conference. Approximately 30 agricultural educators and researchers attended. Rochester, MN. June 2007.

Gregg Hadley: Characteristics of the Top 100 Most Profitable Wisconsin Dairy Farms in the Past 4 Years. Ninth Annual MAC Regional Dairy Extension In-Service Training Program. Approximately 50 extension educators attended this workshop. Wilkes-Barre, PA. May 2007.

2006: Gregg Hadley and Cristina Albarron: The UW-River Falls and ITCA Partnership for Producer Education. USAID/HED Annual Meetings. Approximately 150 academics, government officials, and international development professionals attended the seminar. Washington, DC. August 2006.

Gregg Hadley: The Financial Aspects of Modernization and Expansion. The Professional Dairy Producers Seminars. Approximately 120 producers attended the seminar. Quito, Ecuador. July 2006.

Gregg Hadley: Assessing the Profitability of the Dairy Farm. The Professional Dairy Producers Seminars. Approximately 120 producers attended this seminar. Quito, Ecuador. July 2006.

Gregg Hadley: What Financial and Production Records Should Managers Be Using. The Professional Dairy Producers Seminars. Approximately 120 producers attended this seminar. Quito, Ecuador. July 2006.

Gregg Hadley: Outlook for Dairy Farm Financial Performance. The Professional Dairy Producers Seminars. Approximately 120 producers attended this seminar. Quito, Ecuador. July 2006.

2005: Gregg Hadley: Undergraduate Research Opportunities: The Benefits for the Students, Their Advisor, UWRF, UWEX, and the Upper Midwest Dairy Industry. UW-River Falls College of Agriculture, Food and Environmental Sciences Brownbag Series. Four UW-River Falls' faculty and staff attended. River Falls, WI. December 2005.

2004: Gregg Hadley: Is Expansion the Key to Becoming More Competitive? Invited presentation at the Ohio Dairy Management Conference. Approximately 140 dairy farm managers and other agricultural stakeholders attended. Columbus, OH. December 2004.

2002: Gregg Hadley, Christopher Wolf, and Stephen Harsh: Explanations Associated with Non-Optimal Culling Rates. Selected presentation for the 2002 Joint Meeting of the American Dairy Science Association, American Society of Animal Science and the Canadian Society of Animal Science. Quebec, Quebec. July 2002.

Gregg Hadley, Christopher Wolf, and Stephen Harsh: Issues Initial Expanders Should Consider Before Expanding a Dairy Farm. Selected presentation for the 2002 Joint Meeting of the American Dairy Science Association, American Society of Animal Science and the Canadian Society of Animal Science. Quebec, Quebec. July 2002.

2000: Gregg Hadley: The Economics and Risks of Dairy Farm Expansion on Large Commercial Units: Reporting on U.S. Experiences. Symposium Presentation for the XXIV International Conference of Agricultural Economists. Berlin, Germany. 2000.

Gregg Hadley, Stephen Harsh, and Christopher Wolf: Dairy Farm Expansion Conventional Wisdoms: Myths and Misinformation. Selected paper presentation for the 2000 American Agricultural Economics Association Annual Meeting. Tampa, FL. August 2000.

Gregg Hadley, Stephen Harsh, and Christopher Wolf: The Impact of Dairy Farm Expansion on Human Resource Management. Selected paper presentation for the 2000 American Agricultural Economics Association Annual Meeting. Tampa, FL. August 2000.

1999: Gregg Hadley, Stephen Harsh, and Christopher Wolf: Using a Multiple Product/Multiple Input Approach for Dairy Profit Maximization. Selected paper presentation for the 1999 American Agricultural Economics Association Annual Meeting. Nashville, TN. August 1999.

1997: Stephen Harsh and Gregg Hadley: Allocating Income and Expenses to Dairy Farm Enterprises. Invited presentation at the 1997 Michigan Dairy Industry Meeting. Lansing, MI. March 1997.

Scholarly Activities: Publications

Peer Reviewed

2024: J. Krultz, G. Hadley, R.Reid, D. O'Brien, and R. Llewelyn. An Analysis of Sweat Equity Arrangements in Farm Succession Planning. Journal of the American Society of Farm Managers and Rural Appraisers. 2024.]

- 2019: Lawrence, J., G. Hadley, and J. Henderson. The Future for Extension Farm Management Economists: The Director's Cut. Choices. Quarter 2. 2019.
- 2014: L. Baker and G. Hadley. New Agent New Model: A Qualitative Study to Strategically Adapt New Agent Professional Development. Journal of Extension. October 2014.
- 2009: G.R. Sanford, J.L. Posner and G.L. Hadley. Economics of Hauling Dairy Slurry in Wisconsin Corn (Zea Mays L.) Grain Systems. Journal of Agriculture, Food and Environmental Sciences. Volume 3. Issue 1. 2009.
- 2006: G.L. Hadley, C.A. Wolf, and S.B. Harsh. Dairy Cattle Culling Patterns, Explanations, and Implications. Journal of Dairy Science 89:2286 – 2296. June 2006.
- 2005: Elsa Arnold and Gregg Hadley. The Differences in Profitability among Higher Dept. AgFA Dairy Farms 2003. Endeavor – The University of Wisconsin-River Falls Undergraduate Research, Scholarly, and Creative Activities Journal. January 2006.
- 2002: G.L. Hadley, S.B. Harsh, and C.A. Wolf. Managerial and Financial Implications of Major Dairy Farm Expansion in Michigan and Wisconsin. Journal of Dairy Science 85:2053 – 2064. August 2002.

Other Publications

Note: I have included trade journal articles that involved significant collaboration on my part but were attributed to only the lead author in the actual trade journal article.

- 2010: Gregg Hadley. The Replacement Decision Conundrum. The Forage Focus. Midwest Forage Association. p 9. August 2010.
- Gregg Hadley. Risk Management and Knowing Your Cost of Production. The Farm Management Review. Issue 1. January 2010.
- Gregg Hadley. The SWOT Analysis. The Farm Management Review. Issue 1. January 2010.
- 2009: Dave Natzke et al. Stay Loose: Decision Agility Requires Strategy, Open Mind. Eastern Dairy Business. pp. 24-26. December 2009.
- Laurie Potter and Gregg Hadley. The Incredible Shrinking Labor Pool? Successful Farming. September 2009.
- Fae Holins and Gregg Hadley. Making Good Matches. Hay and Forage Grower. April 2009.
- Fae Holins and Gregg Hadley. What Employees Like about Their Bosses. Hay and Forage Grower. April 2009.

- Rayleen Nichols and Gregg Hadley. What's Your Style? Successful Farming. April 2009.
- Rayleen Nichols and Gregg Hadley. Bring Out the Best. Successful Farming. March 2009.
- 2008: Gregg Hadley: Creating Healthy Working Environments When Working With Family Members. Horizons. A Genex Cooperative, Inc. Publication. February 2008.
- 2007: Gregg Hadley: Transitioning to Team Management. Progressive Dairyman. p 18. September 2007.
- Gregg Hadley: The DuPont Analysis: Making Benchmarking Easier and More Meaningful. The eXtension website. August 2007.
- Gregg Hadley: An Analysis of How Wisconsin AgFA Dairy Farms Responded to the Lower Milk Price of 2006. The eXtension website. August 2007.
- Gregg Hadley: Transitioning to Team Management. Horizons. A Genex Cooperative, Inc. Publication. P 7. February 2007.
- Gregg Hadley: A Bad Year/Good Year Series Report: An Analysis of Common Single Emphasis Approaches Used to Become Profitable in the Wisconsin Dairy Farm Industry. UWRF website. February 2007.
- 2006: Gregg Hadley: Powerful Questions. Farm and Risk Management Focus. Volume 2, Issue 2. pp. 10-11. May-September 2006.
- Cory Salzl and Gregg Hadley. A Bad Year/Good Year Series Report: A Financial Performance Comparison of Tie Stall Dairy Farms and Free Stall Dairy Farms in 2003 and 2004. Farm and Risk Management Focus. Volume 2, Issue 2. pp. 7-9. May-September 2006.
- Gregg Hadley. The Assessment Center for Dairy Farm Owner/Managers. Farm and Risk Management Focus. Volume 2, Issue 2. p. 6. May-September 2006.
- Gregg Hadley. Philosophical Differences. Midwest Dairy Business. August 2006. pp. 16-18.
- Gregg Hadley. The Attributes of Successful Dairy Owners and Managers: #1 – Leadership. Midwest Dairy Business. July 2006. p. 38.
- Nathan Wilber, Gregg Hadley, Greg Blonde and Tom Anderson. Producer Perceptions: Diverse Workforce Acceptance on Wisconsin Dairy Farms and in

- Farming Communities: Shawano and Waupaca Counties. Extension publication. June 2006.
- Dave Natzke, Elsa Arnold, and Gregg Hadley. Is There Profitability in Debt? Midwest Dairy Business. pp. 29-31. January 2006.
- 2005: Dave Natzke, Amber Horn-Leiterman and Gregg Hadley. Production and Profitability. Midwest Dairy Business. October 2005. pp. 26-28.
- Nathan Wilber, Gregg Hadley, and Zen Miller. Producer Perceptions: Diverse Workforce Acceptance on Wisconsin Dairy Farms and in Farming Communities. Extension publication. November 2005.
- Elsa Arnold and Gregg Hadley. The Differences in Profitability among Higher Debt AgFA Farms. Extension Publication. October 2005.
- Gregg Hadley. Government Income Payments and Wisconsin Dairy Farm Financial Performance, 2002-2004. The UW-Extension FARM Program Team's Farm and Risk Management FOCUS. October 2005.
- Gregg Hadley. Comparing High Profit, Medium Profit, and Low Profit 2003 Wisconsin AgFA Dairy Farms. Extension Publication. June 2005.
- Amber Horn-Leiterman and Gregg Hadley. 2003 High Yielding Dairy Farms Compared by Profitability. Extension Publication. June 2005.
- 2004: Carl Duley, Jonathon Zander, Robert K. Cropp, Randy Knapp, Jenny Vanderlin, Gregg Hadley, Gail Gunderson, and Bill Haynes: Assessment Center for Dairy Farm Owners/Managers. *(This serves as both the participant's and the educator's manual for the University of Wisconsin – Extension Assessment Center for Dairy Farm Owners/Managers program. I had primary responsibility in developing the financial management case study and directly contributed to the development of the human resource management and public relations case studies. I assisted in the editing of the entire contents with the other authors).* Fall 2004.
- 2003: Lee Milligan, Carl Duley, Robert K. Cropp, Jonathon Zander, Jenny Vanderlin, Gary Frank, Nate Splett, and Gregg Hadley: Ag-Ventures: Building a Vision. *(This document serves as the participant's and the educator's manual for the financial management/strategic management/business planning module. All authors contributed to the planning, writing and/or editing of the materials. I had primary responsibility for developing a liquidity exercise and for developing a table displaying various topics concerning the "Sweet 16 Financial Ratios.")* Fall 2003.
- 2002: Gregg Hadley: How Does Longevity Affect Your Bottom Line? Manuscript submission for the 2002 Midwest Dairy Herd Health Conference. November 2002.

Gregg Hadley: A Breakeven Analysis of Alternative Floor Surfaces for Dairy Cattle. Manuscript submission for the 2002 University of Wisconsin – Extension’s Regional Hoof Care Program. December 2002.

2000: Gregg Hadley: The Economics and Risks of Dairy Farm Expansion on Large Commercial Units: Reporting on U.S. Experiences. Symposium Presentation for the XXIV International Conference of Agricultural Economists. 2000.

Gregg Hadley, Stephen Harsh, and Christopher Wolf: Dairy Farm Expansion Conventional Wisdoms: Myths and Misinformation. Selected paper presentation for the 2000 American Agricultural Economics Association Annual Meeting. August 2000.

Gregg Hadley, Stephen Harsh, and Christopher Wolf: The Impact of Dairy Farm Expansion on Human Resource Management. Selected paper presentation for the 2000 American Agricultural Economics Association Annual Meeting. August 2000.

1999: Gregg Hadley, Stephen Harsh, and Christopher Wolf: Using a Multiple Product/Multiple Input Approach for Dairy Profit Maximization. Selected paper presentation for the 1999 American Agricultural Economics Association Annual Meeting. August 1999.

1997: Gregg Hadley: The Dairy Genetics Industry from an Institutional Economics Perspective. Selected paper for the electronic publication in “*Institutional and Behavior Economics*.”

Gregg Hadley and Sherrill Nott: Corn, Soybean and Wheat Enterprise Allocation Study of 21 Michigan Farms and Enterprise Allocation Methodology Demonstration. Staff Paper: No. 97-11. Department of Agricultural Economics, Michigan State University. February 1997.

Sherrill Nott and Gregg Hadley: Allocating Incomes and Expenses to Dairy Farm Enterprises. Staff Paper: No. 97-12. Department of Agricultural Economics, Michigan State University. February 1997.

Scholarly Activities: Fundraising

Total Grants/Donations Received (not including USDA funding for KSRE KAMS, KSRE SARE, UW-River Falls Undergraduate RSCA and UW-River Falls AgStar Scholars funds) through either program participation or directly writing a grant proposal:

\$495,003

2016: Received a North Central Risk Management Education Center Grant for \$50,000 to conduct the K-State Research & Extension Successful Farm & Ranch Successions program in Kansas 2016-2017.

2014: Received a North Central Risk Management Education Center Grant for \$49,824 to conduct the K-State Research & Extension Successful Farm & Ranch Successions program in Kansas 2014-2015.

2007: Received \$15,000 from the USDA-ARMS through their Data Enclave Pilot Program to conduct farm financial management research using USDA data.

Received a North Central Risk Management Education Center Grant for \$20,853 to conduct the *Returning to the Farm* farm succession program at UW-River Falls in 2007-2008.

2006: The UW-River Falls AFES 492 Student Puentes program team received a \$2,000 donation from Rosenholm-Wolfe Dairy.

2005: Co-wrote a \$40,598 2005 Grazing Lands Conservation Initiative Research Grant to compare the cost of production and financial performance of grazing and confined beef stocker/finisher operations.

The UW-River Falls AFES 492 Student Puentes program team asked for and received a \$1,000 donation from AgStar, Badgerland, and Monsanto.

Badgerland Farm Credit Services donated \$200 to the UW-River Falls Foundation Agricultural Economics Account for a presentation made to their clientele.

A committee of which I was a member, the Management Assessment Project Committee, applied to and received a \$22,000 UWEX Dairy Modernization Grant.

2004: Applied for and received a \$237,000 USAID-ALO TIES grant titled, "The Partnership for Producer Education." This grant provided funding to help develop the producer education and agribusiness management skills of seven faculty members at the Instituto Tecnológico Agropecuario (ITA) – now the Instituto Tecnológico de Ciudad Altamirano (ITCA) – of Altamirano, Guerrero, Mexico. It also provided funding to establish a school for producers and entrepreneurs at ITCA.

2003: A committee of which I was a member, the Management Assessment Project Committee, applied to and received a \$15,000 UWEX Dairy Modernization Grant.

A committee of which I was a member, the CAFES Puentes/Bridges Committee, applied to and received an \$8,500 Wisconsin Milk Marketing Board Grant. I was named principal investigator of the grant.

2002: Co-wrote and co-edited an accepted UW-Extension Cross Divisional Program Innovation Fund Awards grant proposal that provided \$31,928 for the UW-River Falls Work Place ESL-English as a Second Language Tutor Training program.

Applied for and received a \$1,100 Professional Development Grant. The funds were used to cover conference fees and travel expenses to the 2002 Joint Meeting of the American Dairy Science Association, the American Society of Animal Science, and the Canadian Society of Animal Science held in Quebec, Quebec.

TEACHING AND ADVISING ACTIVITIES

Teaching and Advising Activities: Teaching Effectiveness²

Teaching Evaluation Results: AGEC 365 Agricultural Finance

Course	Average Response to							
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
AGEC 365 Agricultural Finance Fall 2010-11	5.80	5.50	5.50	5.80	5.50	5.40	5.50	5.70
AGEC 365 Agricultural Finance Spring 09-10	5.90	5.60	5.60	5.90	5.70	5.60	5.40	5.90
AGEC 365 Agricultural Finance Fall 09-10	5.80	5.50	5.50	5.80	5.50	5.40	5.50	5.70
AGEC 365 Agricultural Finance Spring 08-09	5.60	5.10	5.10	5.80	5.30	5.20	5.30	5.80
AGEC 365 Agricultural Finance Fall 08-09	5.50	5.20	5.40	5.70	5.30	5.00	5.10	5.60
AGEC 365 Agricultural Finance Spring 07-08	5.70	5.50	5.30	5.80	5.50	5.60	5.60	5.80
AGEC 365 Agricultural Finance Fall 07-08	5.80	5.20	4.80	5.90	5.20	5.20	5.50	6.00
AGEC 365 Agricultural Finance Spring 06-07	5.72	5.24	5.17	5.69	5.31	5.10	5.21	5.72
AGEC 365 Agricultural Finance Fall 06-07	5.80	5.00	5.20	5.50	5.50	4.50	4.90	5.80
AGEC 365 Agricultural Finance Spring 05-06	5.70	5.60	5.50	5.70	5.50	5.50	5.70	5.70
AGEC 365 Agricultural Finance Fall 05-06	5.80	5.20	5.40	5.90	5.50	5.60	5.50	5.80
AGEC 365 Agricultural Finance Spring 04-05	5.80	5.20	4.90	5.80	4.90	5.50	5.60	5.80
AGEC 365 Agricultural Finance Fall 04-05	5.80	5.50	5.20	5.80	5.30	5.50	5.50	5.50
AGEC 365 Agricultural Finance Spring 03-04	5.60	5.00	4.90	5.80	5.00	5.00	5.20	5.60
AGEC 365 Agricultural Finance Fall 03-04	5.70	4.90	4.70	5.70	5.00	5.00	5.30	5.60
AGEC 365 Agricultural Finance Fall 02-03	3.81	4.25	4.19	3.88	4.00	NA	NA	NA
AGEC 365 Agricultural Finance Spring 01-02	4.25	4.38	3.63	4.00	4.00	NA	NA	NA

Teaching Evaluation Results: AFES 310 Agricultural Human Resource Management

Course	Average Response to							
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
AFES 310 Agricultural HR MGMT Fall 2009-10	5.80	5.70	5.70	5.80	5.70	5.60	5.70	5.90
AFES 310 Agricultural HR MGMT Spring 08-09	5.80	5.40	5.40	5.70	5.40	5.40	5.10	5.80
AFES 310 Agricultural HR MGMT Spring 07-08	5.60	5.40	5.40	5.70	5.40	5.30	5.20	5.70

² The scale/ratings for **December 2003 to Fall 2010-11** are Strongly Disagree (1) to Strongly Agree (6). The scale/ratings for December 2003 to Fall 2010-11 correspond to the following evaluations: (Q1) The instructor displayed thorough knowledge about the material being taught; (Q2) The instructor presented the course material in an organized manner; (Q3) The instructor explained concepts clearly; (Q4) The instructor demonstrated interest and enthusiasm about the course content; (Q5) The instructor made presentations that enhanced learning; (Q6) The instructor clearly communicated expectations for course work; (Q7) The instructor provided effective feedback regarding exams and/or assignments; and, (Q8) The instructor treated students fairly and with respect.

The scale/ratings for the first three evaluation questions for **Spring 2002 and Fall 2002** are Strongly Disagree (1) to Strongly Agree (5). Ratings for the last two questions are Poor (1) to Excellent (5). The ratings for Spring 2002 and Fall 2002 correspond to the following evaluations: (Q1) The overall structure (organization) of the course was clear; (Q2) The instructor was effective in helping me learn; (Q3) I would recommend this instructor to other students; (Q4) I would rate this instructor's overall teaching as ____; and, (Q5) I would rate this course as ____.

Teaching Evaluation Results: AGEC 361 Horticultural Business Management

Course	Average Response to							
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
AGEC 361 Hort Business Mgmt. Spring 2009-10	5.50	5.40	5.30	5.80	5.50	5.20	5.40	5.70
AGEC 361 Hort Business Mgmt. Spring 2007-08	5.70	5.50	5.30	5.80	5.50	5.60	5.60	5.80
AGEC 361 Hort Business Mgmt. Spring 2005-06	5.80	5.70	5.50	6.00	5.50	5.50	5.80	6.00

Teaching Evaluation Results: AGEC 442 Agricultural Production Economics and AGEC 330 Agricultural Production Economics and Operations Research

Course	Average Response to							
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
AGEC 330 Ag Prod Econ/Operations Research Fall 2006-07	5.60	5.30	5.30	5.70	5.40	5.40	5.50	5.70
AGEC 330 Ag Prod Econ/Operations Research Fall 2005-06	5.50	5.10	5.30	5.50	5.00	5.00	5.30	5.70
AGEC 442 Agricultural Prod Econ and Fall 04-05	5.70	5.30	5.30	5.70	5.40	5.50	5.50	5.70
AGEC 442 Agricultural Prod Econ and Fall 03-04	5.67	5.53	5.13	5.73	5.47	5.53	5.47	5.60
AGEC 442 Agricultural Prod Econ and Fall 02-03	3.67	4.67	4.78	4.33	4.44	NA	NA	NA

Teaching and Advising Activities: Advising and Other Teaching Activities

2019: Graduate Research Supervision:

Serving on the dissertation committees for two graduate students in the Communication Leadership doctoral program and for one graduate student in the Public Health Nutrition doctoral program

2018: Graduate Research Supervision:

Master of Agribusiness thesis committee chair and lead advisor for a Masters of Agribusiness candidate researching farm succession. Defended November 2018.

2017: Graduate Research Supervision:

Master of Agribusiness thesis committee chair and lead advisor for a Masters of Agribusiness candidate researching farm succession. Defended November 2017.

2016: Graduate Research Supervision:

Master of Science in Communication and Agricultural Education thesis committee member for a Master of Science candidate researching accommodation and communication methods used by Extension agents. Defended April 2016.

2011: Undergraduate Research Supervision:

UW-River Falls AgStar Scholars Program Coordinator. Supervised the research activities of 4 AgStar Scholars and one Independent Study research project. Research topics included determining the optimal exit strategy for retiring dairy farmers, a study of Upper Midwest land values, land value decision tools, a beef markets and prices study, and the development of a horticultural business plan.

2010: Course Development:

Developed an online course, *SMGT 331 – Sustainable Organizational Finance*, for the Sustainable Management online degree program offered by UW-Extension and several of its UW-System partner institutions. Completed summer 2010.

Graduate Student Supervision:

Served as a member of a UW-River Falls graduate student's Masters oral examination committee (UW-River Falls College of Education and Professional Studies). Defended February 2010.

Undergraduate Research Supervision:

UW-River Falls AgStar Scholars Program Coordinator. Supervised the research activities of 4 AgStar Scholars and two Independent Study research projects. Research topics included determining the managerial implications of using robotic parlors on Upper Midwest dairy farms, the financial competitiveness of non-Holstein Wisconsin dairy farms, how agriculture is portrayed in the media, and the financial performance of Wisconsin dairy farms.

Undergraduate Student Organization Advising and Activities:

Co-advisor of the UW-River Falls Agricultural Business and Marketing Society (ABMS)

Co-advisor of the UW-River Falls Dairy Club

Finance and economics coach of the UW-River Falls Dairy Challenge Team

2009: Graduate Student Supervision:

Served as a member of a UW-River Falls graduate student's Master program committee (UW-River Falls Department of Agricultural Education). Defended May 2009.

Undergraduate Research Supervision:

UW-River Falls AgStar Scholars Program Coordinator. Supervised the research activities of 5 AgStar Scholars and two Independent Study research projects. Research topics included determining the optimal crop plan and feed procurement for a Wisconsin dairy farm, a Monte Carlo simulation to determine the optimal price risk management strategy for corn, an analysis of Wisconsin dairy farm financial performance of 2007, estimating the economic benefits of select corn silage hybrids, developing a summary of crop insurance programs, and determining the feasibility of two farm succession plans.

Undergraduate Student Organization Advising and Activities:

Co-advisor of the UW-River Falls Agricultural Business and Marketing Society

Co-advisor of the UW-River Falls Dairy Club

Finance and economics coach of the UW-River Falls Dairy Challenge Team

2008: Undergraduate Research Supervision:

UW-River Falls AgStar Scholars Program Coordinator. Supervised the research activities of 7 AgStar Scholars and two Independent Study research projects. Research topics included farm decision making under uncertainty, diverse workforce issues on Western Wisconsin dairy farms, the feasibility of utilizing robotic milking machines on Upper Midwest dairy farms, determining the optimal crop plan and feed procurement for a Wisconsin dairy farm, a Monte Carlo simulation to determine the optimal price risk management strategy for corn, estimating the economic benefits of select corn silage hybrids, developing a summary of crop insurance programs, and determining the feasibility of two farm succession plans.

Undergraduate Student Organization Advising and Activities:
Co-advisor of the UW-River Falls Agricultural Business and Marketing Society
Co-advisor of the UW-River Falls Dairy Club
Finance and economics coach of the UW-River Falls Dairy Challenge Team

Major Course Development and/or Revision:
Piloted a new interdisciplinary course entitled *Agricultural Human Resource Management*

2007: Undergraduate Research Supervision:
UW-River Falls AgStar Scholars Program Coordinator. Supervised the research activities of 2 AgStar Scholars and two Independent Study research projects. Research topics included diverse workforce issues on Western Wisconsin dairy farms, the feasibility of utilizing robotic milking machines on Upper Midwest dairy farms, the role cooperatives play in modern agriculture, and determining if Minnesota corn producers are becoming more or less cost efficient.

Undergraduate Student Organization Advising and Activities:
Co-advisor of the UW-River Falls Agricultural Business and Marketing Society
Co-advisor of the UW-River Falls Dairy Club
Finance and economics coach of the UW-River Falls Dairy Challenge Team

Major Course Development and/or Revision:
Co-developed a new interdisciplinary course entitled *Agricultural Human Resource Management*

Student Recruitment:
Assisted in the recruitment of students by staffing the UW-River Falls College of Agriculture, Food and Environmental Sciences (CAFES) information booth at the 2007 World Dairy Expo.

2006: Graduate Student Supervision:
Served as a member of a UW-Madison graduate student's Master's Thesis committee (UW-River Falls Department of Agronomy). Defended December 2006.

Undergraduate Research Supervision:

UW-River Falls AgStar Scholars Program Coordinator. Supervised the research activities of 3 AgStar Scholars, two UW-River Falls RSCA Scholars, and one Honor Studies project. Research topics included farm financial performance, farm enterprise profitability, diverse agricultural workforce acceptance, horticulture industry lender needs, and manure management issues.

Undergraduate Student Organization Advising and Activities:

Co-advisor of the UW-River Falls Agricultural Business and Marketing Society

Co-advisor of the UW-River Falls Dairy Club

Finance and economics coach of the UW-River Falls Dairy Challenge Team

Major Course Development and/or Revision:

Added a service-learning component to *AGEC 365 Agricultural Finance* in the Fall 2006-07 semester.

Restructured *AGEC 361 Horticultural Business Management* to emphasize a more comprehensive business management approach.

Added a module to *AGEC 330 Applied Production Economics and Operations Research* that allowed students to build production functions using actual farm data.

Student Recruitment:

Assisted in the recruitment of students by staffing the UW-River Falls College of Agriculture, Food and Environmental Sciences (CAFES) information booth at the 2006 World Dairy Expo.

2005: Graduate Student Supervision:

Served as a member of a UW-Madison graduate student's Master's Thesis committee (UW-River Falls Department of Agronomy).

Served as a member of two UW-River Falls graduate students' Master's program committees (UW-River Falls Agricultural Education Department).

Undergraduate Research Supervision:

UW-River Falls AgStar Scholars Program Coordinator. Supervised the research activities of 5 AgStar Scholars, and two UW-River Falls RSCA Scholars undergraduate research projects. Research topics included farm financial performance, farm enterprise profitability, diverse agricultural workforce acceptance, horticulture industry lender needs, and manure management issues. These projects resulted in four seminars and one UW-Extension publication.

Undergraduate Student Organization Advising and Activities:

Advisor of the Little Sisters of Delta Theta Sigma

Co-advisor of the UW-River Falls Dairy Club

Finance and economics coach of the UW-River Falls Dairy Challenge Team

Major Course Development and/or Revision:

Implemented a section in *AGEC 330 Applied Production Economics and Operations Research* designed to enable students to better understand the use of statistics in production decision making. This section's content included a review of statistics, understanding the coefficient of variance and stochastic dominance, statistical process control, MOTAD, six sigma, and total quality management.

Student Recruitment:

Assisted in the recruitment of students by staffing the UW-River Falls College of Agriculture, Food and Environmental Sciences (CAFES) information booth at the 2005 World Dairy Expo.

2004: Undergraduate Research Supervision:

UW-River Falls AgStar Scholars Program Coordinator. Supervised the research activities of 2 AgStar Scholars, one UW-River Falls RSCA Scholar, and one Independent Study undergraduate research project. Research topics were related to dairy farm financial performance.

Major Course Development and/or Revision:

Collaborated with a colleague and two industry representatives to develop *AGES 492 Student Puentes*. This J-Term study abroad course delves into the issues relating to managing a diverse, in this case Hispanic, workforce. The students learn about human resource management, Mexican culture and the Spanish language. My responsibilities included program design and course administration. Eleven students enrolled in this course.

Applied for and received permission from the University Curriculum Committee to change *Agricultural Economics 442 Production Economics* to *Agricultural Economics 330 Agricultural Economics and Operations Research*.

Student Recruitment:

Assisted in the recruitment of students by staffing the UW-River Falls College of Agriculture, Food and Environmental Sciences (CAFES) information booth at the 2004 World Dairy Expo.

2003: Undergraduate Research Supervision:

Co-developed an accepted proposal to start a UW-River Falls AgStar Scholars Program. This program provides up to ten \$2,000 scholarships for CAFES seniors who are interested in agricultural financial management careers. Each scholar is responsible for conducting a research project concerning farm management topics, and to publish and presents its results.

Served as the advisor to two independent undergraduate research projects. The projects concerned farm labor allocation and optimal dairy calving intervals.

Major Course Development and/or Revision:

Developed and utilized a capital budgeting spreadsheet for *AGEC 365 Agricultural Finance* that students use in conjunction with their group projects. Developed and implemented a module on spreadsheet design.

Student Recruitment:

Assisted in the recruitment of students by staffing the UW-River Falls College of Agriculture, Food and Environmental Sciences (CAFES) information booth at the 2003 World Dairy Expo.

2002: Undergraduate Student Organization Advising and Activities:

Keynote speaker for the 23rd Annual Spring Banquet for the UW-River Falls Dairy Club

Major Course Development and/or Revision:

Developed a group term project in *AGEC 365 Agricultural Finance* that required students to work in teams with students of similar career interests to analyze an agribusiness or farm's financial performance history to determine the financial feasibility of this firm pursuing a capital investment project. The students submitted a report and made a defense presentation to a committee made up of agricultural finance professionals, county extension agents, and other UW-River Falls faculty members.

Incorporated operations research methods in *AGEC 442 Agricultural Production Economics* to allow students to apply production economic theory to practical agricultural problems and initiated a term project that required students to analyze a specific agricultural problem. At the end of the semester, the students presented and defended the team project results.

SERVICE

University Service (at University of Wisconsin – River Falls)

UW-River Falls College of Agriculture, Food and Environmental Sciences Curriculum Committee; Member (2011).

University of Wisconsin – River Falls Department of Agricultural Economics Search and Screen Committee; Member (2011).

UW-Extension Council for Strategic Change; Member (2009-2011).

UW-River Falls Advising Committee; Member (2009-2011).

UW-River Falls Assessment Coordinator Search and Screen Committee; Member (2009).

Department of Agricultural Economics Search and Screen Committee; Chair (2009-10).

UW-Extension Agriculture and Natural Resources Consultative Committee; Member (2009-2011).

UW-River Falls Committee on Leadership Development; Member (2008-2011).

UW-River Falls Chancellor Search and Screen Committee; Member (2008).

UW-Extension ANRE Coaches Team; Member (2008-2011).

UW-Extension Farm and Risk Management Program Team; Member (2003-2011); Co-Leader (Fall 2003-04 – 2006-07).

UW-River Falls Visiting Professor Committee; Member (2006-2011).

Assessment Coordinator – Department of Agricultural Economics (2005-2011).

University Assessment Committee; Member (2005-2011).

College of Agriculture, Food and Environmental Science Farm Advisory Committee; Member (2005-2010); Chair (Fall 2007-08-Spring 2009-10).

Department of Animal Science, Food Science, and Dairy Science Faculty Search Committee; Member (2005-06).

University Recruitment/Retention Committee; Member (Fall 2003-04–Spring 2005-06).

Chancellor's Award Selection Committee; Member (2003-2011).

Dean of Students Campus Diversity Climate Committee; Member (Spring 2004-05).

Human Resource Director Search Committee; Member (Spring 2003-04–Fall 2004-05).

Leadership Center Student Organizations Coordinator Search and Screen Committee; Member (Fall 2004-05).

Leadership Center Intramural and Outdoor Recreation Search and Screen Committee; Member (Spring 2003-04–Fall 2004-05).

College of Agriculture, Food and Environmental Sciences Teaching Facilitation Committee; Member (Fall 2002-03–Spring 2004-05).

College of Agriculture, Food and Environmental Sciences Research, Scholarly, and Creative Activity Committee; Member (Fall 2002-03–Spring 2004-05).

PROFESSIONAL HONORS AND AWARDS

2016 Epsilon Sigma Phi Administrative Leadership Award for the North Central

Region. Epsilon Sigma Phi awards this recognition to administrative leaders in the North Central Region who demonstrate noteworthy administrative enthusiasm, performance and accomplishment during 10 or more years of Extension service.

2015 Epsilon Sigma Phi – Alpha Rho Chapter Recognition for Administrative

Leadership. The Alpha Rho chapter of Epsilon Sigma Phi awards this recognition to K-State Research and Extension administrative leaders who demonstrate noteworthy administrative enthusiasm, performance and accomplishment during 10 or more years of Extension service.

2015 K-State Research and Extension Outstanding Team Recognition. I was a member and a leader of the Strengthening Program Development Committee Task Force, which received this recognition for developing resources, tools, policies and advisory services designed to enable agents to better engage their Program Development Committees.

2011 Wisconsin Association of County Agriculture Agents Second Mile Award. This award is presented to Extension specialists whose work has greatly contributed to county- and state-based Extension programming endeavors.

2010 Keith G. Wertz Award for Teaching Excellence. The University of Wisconsin-River Falls Keith G. Wertz Award for Teaching Excellence recognizes a junior and senior faculty member for outstanding teaching and teaching innovation. I was recognized as the senior faculty recipient in the inaugural offering of the award.

Professional Organizations and Other Affiliations

Epsilon Sigma Phi (2011-Present)

Alpha Gamma Rho Fraternity; Honorary Member (2007-Present)

USA Weightlifting; Member (1998-2000; 2007-Present). Certified USA Weightlifting Club Coach (2009-Present). Certified USA Weightlifting Local Referee (2019 to present)