

**Scott L. Gunderson**

Department of Agriculture and Life Sciences

Tenured Faculty Review

April, 2015

**Position:** Manitowoc County UW-Extension Dairy Agent  
1987 – Present

**Rank:** Professor – Granted July 2000

## **Major Program Development/Implementation/Teaching/Impacts:**

**Situation:** Dairying remains paramount to the success of agriculture in Manitowoc County. Approximately 250 dairy farms generate over 1.3 billion pounds of milk annually, ranking 4<sup>th</sup> in Wisconsin and among the top 25 counties in the U.S. The rank in Wisconsin has increased from 10<sup>th</sup> in 1990 to the current position. The county's dairy industry has made tremendous strides the past 10-15 years transitioning from tie-stall or stanchion barns to more labor efficient freestall/parlor operations. In most cases, these facilities are more labor efficient and provide improved cow comfort. In addition, milking parlors can reduce the physical damage to operators' knees, hips, and backs. While milk prices remain volatile and costs continue to rise, dairy producers are adopting new technologies in dairy housing and milking facilities to milk and handle more cows cost-effectively in order to generate more income. This is especially true with the increasing number of multiple family dairy operations in Manitowoc County. As dairy farms grow, the need for labor efficient and environmentally sound manure transfer, storage and application systems becomes even more critical. Much of this agent's dairy programming emphasis over the past five years has been on farmstead planning, dairy cattle housing, feed storage, manure storage, farm safety/OSHA compliance, and general public/elected official education about modern farming practices.

The 2011 Manitowoc County UW-Extension Agricultural Needs Assessment, completed by 119 people, indicated that continued educational programs are needed in the areas associated with manure hauling, application, and incorporation. Three areas tied for second place based on feedback from the respondents. Those areas were: Land Use Issues; Farm Business Planning; and Agricultural Education of Rural (Non-farm) Residents. In addition, 85% of the respondents indicated protecting ground and surface water is a critical issue. Another 15 areas received at least an 80% rating from the respondents. Examples of those items included improving cow comfort (82%); farmstead planning (81%); linking beginning and exiting farmers (81%); and providing information on grants and low interest loans for those involved in agriculture (83%).

### **A. Dairy Management Teams in Manitowoc County**

Dairy management teams have been utilized for decades. However, recently more and more dairy farmers are being encouraged to implement management teams for their operations. This is due in large part to the volatile nature of milk prices. This volatility, coupled with record high feed costs in the past, forced dairy farmers to closely analyze their input costs, along with other production practices which can result in reduced costs, improved labor efficiency, increased production, and improved profitability.

This agent has been involved in management teams for over 20 years including Milk Money, Repro Money, dairy modernization, herd health and DHIA records. Most recently, the Grow Wisconsin Dairy Team (GWDT-launched in October, 2009), and the Dairy 30x20 program (launched in early 2012), have been utilized. This agent continues to encourage farm owners to participate in these types of management teams. Presentations on the GWDT and Dairy 30x20 programs were given at various meetings throughout the county. Over 750 individuals have been informed about the programs. Over a dozen Manitowoc County dairy farms have received up to \$5,000 each through the Dairy 30x20 program.

The response to this dairy management team meeting concept has been overwhelmingly positive. The average dairy management team consists of the farm owner(s), agricultural lender, dairy nutritionist, crop consultant, veterinarian, accountant, milking equipment specialist, dairy plant field representative, and key employee(s). Since January of 2012, this agent has served as the lead facilitator for over 40 farms in various dairy management teams. The 40 teams have a combined total of over 300 team members. The management teams have allowed the dairy farm owner(s) to determine the strengths and weaknesses of their farm business and then work to develop and implement action plans to address those weaknesses.

A survey of 27 dairy farmers in 2013 (Herd size ranged from 50 to 1,200 cows with an average of 275 cows per farm) in Manitowoc County who have implemented a management team on their farm indicated the following:

- 100% stated the management team had a positive impact on their operation
- 100% stated the management teams improved communication between family members and consultants and service providers
- Over 75% increased milk production per cow by an average of 2.5 pounds per day, or nearly 700 pounds per day based on an average dairy farm with 275 cows. This increased milk production added an extra \$4,125 of gross income per month per farm.
- Nearly half of the teams conducted a SWOT analysis which was led by this agent
- 75% used the information from the SWOT analysis to develop goals for the farm as well as in the development of an action plan.
- 33% developed a milk quality team to reduce Somatic Cell Count and improve milk quality (all nine of the farmers succeeded in meeting their milk quality goals). The average reduction in SCC was approximately 80,000 resulting in significant milk quality premiums, improved milk production, fewer veterinary costs, and less antibiotic use.
- 26% developed an organization chart for managers and employees
- 26% made management changes (for example, culled low producing cows, switched from a one-group TMR to a two group TMR) to reduce feed costs.

All told, the 27 dairy farm owners have received approximately \$75,000 from the GWDT and Dairy 30x20 grant programs. This money has been used to leverage millions of dollars of additional funds from the dairy farm owners (and lenders) to improve their dairy cattle housing, milking center, milking equipment, electrical systems, ventilation systems, and feeding systems. In addition, farm succession plans were completed by five of the farm owners, resulting in the dairy farm being transferred successfully to the next generation in four cases and transferred to a non-related party in the fifth case. All told, the five successful farm transfers kept approximately 425 cows on Manitowoc County farms. Based on research by Dr. Steve Deller, each cow in Wisconsin generates over \$34,000 of economic impact to Wisconsin communities each year. Therefore, helping to keep an additional 425 cows in Manitowoc County by facilitating the two farm transfers resulted in an overall economic impact of \$14,500,000 per year.

This agent asked one farmer who had received a GWDT grant to co-teach a session for the 2010 UW-EX Farm Management Update for Ag Professionals. The presentation was entitled, "Dairy Management Teams—Using Teams to Improve Planning, Productivity, and Profitability (**Exhibit 1**). This same farmer was quoted in a statewide WDATCP news release indicating: *"This program definitely helped me get my expansion moving. I didn't know how to get things started because there's a lot to do, but by creating this team it assisted me in getting the project rolling and connected me to the right resources."*

## **B. Farm Safety and OSHA Training in Manitowoc County (2011 to Present)**

The Occupational Safety and Health Administration (OSHA) has established a local emphasis program to protect workers from hazards found on Wisconsin dairy farms, such as those related to manure storage, lack of vehicle roll-over protection, machine guarding, confined spaces, and animal handling. This program allows OSHA compliance officers to visit dairy farms unannounced to ensure that all required measures are taken to protect workers. According to Wisconsin Dairy Farm Census of Agriculture data, an estimated 34,000 employees work on the state's dairy farms. Wisconsin currently has approximately 10,000 licensed dairy producers, who generate more than 27 billion pounds of milk annually. Approximately 40 percent of hired farm laborers are immigrants, who may be less familiar than other workers with safety and health rights and responsibilities.

As a result of the OSHA inspections, and the fact that many dairy farm owners are unfamiliar with the OSHA requirements, the Manitowoc County UW-Extension Office has provided educational programs over the past four years. The first session was taught by this agent at the 2011 summer meeting of the Manitowoc County Forage Council (90 farmers and service providers attended). An informal post

meeting evaluation indicated that nearly 100 percent of the meeting participants were not familiar with the OSHA inspections. In October of 2012, a 10 hour OSHA-approved training session was hosted by this agent. Nine people participated in the workshop designed to develop “best practice” safety protocols for farm businesses, and to create a safe and productive working environment. Four of the nine participants were dairy farmers with a combined total of approximately 125 employees. Seminar participants learned about proper signage for employees (both English and Spanish), how to complete injury reports, material safety data sheets, and hazard communication training.

In February, 2013, this agent gave a presentation at the Manitowoc County Forage Council Annual Meeting and Forage Seminar. Over 85 farmers, service providers, and consultants attended the seminar. Laminated OSHA posters in both English and Spanish were made available to all participants, but especially those farms with 11 or more non-family employees. Six dairy farm owners took advantage of this educational opportunity and took the posters back to their respective farms.

In 2014, this agent gave presentations at both the Manitowoc County Forage Council Forage Seminar in February and again at the Dairy Cattle Feeding Day in December. Over 150 farmers, service providers, and consultants attended the two sessions. New OSHA information was presented including GHS placards and training requirements as well as the new requirements for reporting injuries such as amputations, loss of an eye, and inpatient hospital stays as a result of a farm accident.

Over the past three years, this agent has been conducting one-on-one OSHA compliance training sessions with interested dairy farm owners. It is estimated that at least 70 dairy farms in Manitowoc County (30%) have over 10 non-family employees, and therefore must follow OSHA rules. To date, this agent has provided on-farm OSHA compliance/safety training for 18 dairy farm owners representing over 200 employees. Evaluations from the farm owners indicate that 88% percent (n=16) have posted OSHA signs (English and Spanish) in their employee break rooms; 78% percent (n=14) have reviewed safety protocols with other family members and employees; 62% percent (n=11) have completed Form 300 (OSHA injury/fatality report); and 38% percent (n=7) are in the process of obtaining updated GHS Safety Data Sheets/placards for products used on their farms. This agent plans to work with an estimated 5-10 dairy farmer owners to provide one-on-one training specific to their dairy operation in 2015. I also plan to continue to work with Rural Mutual Insurance Company and State Farm Insurance Company to educate their policy holders regarding OSHA compliance.

Finally, a \$1,400 Farm Safety Grant was used to train nearly 40 Manitowoc County EMTs regarding farm rescue awareness and rescue training. Training sessions were conducted on a 1,100 cow dairy farm as well as at CP Feeds, LLC, the largest feed mill in Wisconsin. Tina Kohlman partnered with this grant.

### **C. Heifer Raising Cost Study**

The cost of raising dairy replacements represents 20 to 25 percent of the total costs of milk production. It is a major component in making a dairy operation profitable, yet sometimes is neglected as a profit center for the farm since no direct income is generated by the replacement herd. In 1999, this agent and others conducted the inaugural Intuitive Cost of Production Analysis survey of Wisconsin operations to determine the costs associated with raising calves and heifers, and to benchmark labor efficiencies. Due to inflation and the changing economic dynamics in the dairy industry, county-based extension educators conducted a similar field survey in 2007 and again in 2013. I have been a field collaborator and co-author in all three of these in-depth field studies resulting in well over a dozen popular press articles.

Thirty four herds were surveyed for the 2013 study representing the broad scope of Wisconsin’s dairy industry (**Exhibit 2**). Three of the 34 herds were located in Manitowoc County. The field survey indicated the cost to raise a calf from birth to the time she moved to group housing (average 68.6 days) was \$376, or \$5.34 per day. For heifers (time moved to group housing to freshening (or returned to producer)), the cost was \$3.04 per heifer per day. The field survey serves as a guide or benchmark for heifer growers

and dairy producers in Wisconsin as they determine their cost of production or look for areas to refine costs.

Fellow agents Mark Hagedorn, Tina Kohlman, and I were instrumental in writing the 2013 paper that has been shared with thousands of farmers and consultants. In Manitowoc County alone, I have reviewed the information with over 200 farmers and consultants. Perhaps the most meaningful comment was received by a custom heifer raiser in southern Manitowoc County who was concerned about the payment he was receiving for raising heifers for a Sheboygan County dairy farmer. I consulted with the custom grower, reviewed the UW-EX study with him, including the variable and fixed costs associated with raising heifers. He shared that information with the farm owner and his consultants, and after that meeting I received the following message from him: *Hi Scott, Just wanted to let you know that I had a meeting this morning with Vandoskes and their nutritionist, Dennis Schueller. They didn't dispute any numbers or have any other recommendations to lower costs per day. We agreed upon \$2.75/head per day but instead of raising all their heifers, they will be cutting back to only the number they need. I will be better off raising only 200 heifers at \$2.75 than I would have been at 270 heifers at \$2.05. The meeting went well and all agreed that the costs were high but all justified. I wanted to thank you again for all your time and help with this matter. Duane Jaeger*

For more information regarding the 2013 ICPA Project, please visit <http://www.uwex.edu/ces/heifermgmt/>.

Other examples of unsolicited comments received from clientele over the past 15 months are available in **Exhibit 3**.

#### **D. Meeting Tomorrow's Feeding Challenges Today**

Spring 2013 presented feeding challenges in areas throughout Wisconsin. The 2012 historic drought led to a substantial decrease in hay production compounded by 2013's cold, wet spring, alfalfa winter kill and limited pasture growth. The dairy industry faced the lowest May 1<sup>st</sup> hay stock levels on record, 48 percent lower when compared to 2012. The loss of many acres left farmers and industry representatives wondering how to manage forage supplies and feed needs for 2013.

In cooperation with neighboring counties, I developed a program entitled "Meeting Tomorrow's Feeding Challenges Today" for dairy consultants, nutritionists and agronomists on alternative forages and feeding strategies to help support their work with dairy producers regarding a feeding and cropping plan for 2013 and 2014. Five different workshops were held throughout Eastern and Central Wisconsin with approximately 125 individuals in attendance. Most of the participants were nutritionists and crop consultants which added to the multiplier effect with regard to information dissemination.

Forty individuals attended the Manitowoc County site representing over 200,000 dairy cows and 615 farms. Based on post-meeting evaluations (n=21) five "take home" themes were noted:

- Watch forage inventories closely
- Work with one's nutritionist
- Reduce feed shrink
- Think outside the box-adapt
- Be proactive

Post-meeting evaluations indicated respondents increased their knowledge one-half point (5 point scale) with regard to strategies to utilize with low alfalfa diets, by-product feed values, and various nontraditional forage options.

The impact of the meeting was long lasting. Based on a follow up survey six months after the program, 83% (n=6) did make recommendations or helped to change practices on farms as a result of attending the meeting. One respondent shared “...I am not a meeting guy; I tend to not attend them. I find if I have a question about something, I can get the answer at 5:00 am at my desk on the internet. However, I decided to attend this meeting and it was informational. I also found the handouts given out I have used and are still within reach at my desk”.

## **2. Examples of Teamwork:**

I serve on the UW-EX Dairy team, the East-Metro Dairy team, Midwest Manure Management team, Dairy and Beef Well-Being team, and the Farm Management team. I am a member of the Professors' Committee and am one of four Department of Ag and Life Science faculty members on the Tenured Faculty Review Committee. I currently serve as a mentor to Eric Ronk, Calumet County Ag Agent. I'm a member of the FSA County Emergency Board; work with numerous county and city departments on various issues; work closely with WDATCP, DNR, NRCS, Farm Service Agency, the Chamber of Manitowoc County, the Economic Development Corporation, Eastern Wisconsin DHIC, Manitowoc County Holstein Association, Dairy Promotion Committee, 4-H Dairy Committee, and Farm Bureau. I also serve on the boards of the Wisconsin Agricultural Education Center and Alice in Dairyland. The Lakeshore Area Network for Dairy (LAND) program has proven to be a successful program linking beginning and exiting dairy farmers in northeast Wisconsin. Please see the following link.

<http://www.uwex.edu/ces/cty/manitowoc/ag/documents/LANDBrochureUpdatedJanuary2013.pdf>

## **3. Contributions to the Profession and/or University:**

- County Impact Brochure Committee Member 2014
- Tile Line Blow-out Repair Demonstration (2014-present)
- UW-Extension Farm Labor Survey Cooperator (12 dairy farms included-2013-2014)
- Co-nominator of Dr. David Kammel for the 2014 CALS Pound Extension Award
- Search and Screen Committee Member-Brown County Agriculture Agent 2013
- Coordinator of the JBS and FEECO Professional Improvement Opportunity for Ag Agents, 2012
- ANRE Mentor 2010 to present (Mark Hagedorn and Eric Ronk)
- Member of the Chamber of Manitowoc County Board of Directors 2010 to 2012
- UW-EX Political Effectiveness Work Group 2011
- Member of the Department of Agriculture and Life Sciences Committee of Professors, including serving as Chair for three years (2010 to present)
- Member of the Department of Agriculture and Life Sciences Tenured Faculty Review Committee (2010 to present-served as Chair for four years )
- Wisconsin Dairy and Beef Well-Being Conference Steering Committee Member (2010, 2013, 2015)
- UW-Madison and UW-Extension Clinical Mastitis Project Team Member-2010
- UW-Discovery Farms Research Technician Interview Team Member-2010
- Dairyland Initiative letter of support for Drs. Nigel Cook and Ken Nordlund-2010
- Author of letter of support for the UW-Dairy Science Department Integrated Solutions for Animal Agriculture Project-2010
- Eastern Wisconsin Dairy Herd Improvement Cooperative Advisor (2010-present)
- Lakeshore Technical College Farm Business Management Program Planning (2010-2014)
- Staffed the UW-EX Dairy Team Booth at World Dairy Expo (2011-present)
- Midwest Manure Summit Steering Committee Member (2011, 2013, 2015)

- Nominator of three Manitowoc County dairy farmers for the *Wisconsin Agriculturist Magazine* Master Agriculturist Award; one dairy farmer for the 2010 CALS Honorary Recognition Award; and one dairy farmer for the 2015 World Dairy Expo Woman of the Year Award (All 5 received, or will receive, the awards).
- Member of WACAA, NACAA and JCEP (2010-present)
- Member of the American Dairy Science Association (2010-present)
- Member of the National Mastitis Council (2010-present)
- Member of the National Hoof Trimmers Association (2010-present)
- Alice in Dairyland Steering Committee member/advisor (2014-2015)
- District 10 Holstein Show Planning Committee (2014-present)
- Area Animal Science Days Contest Steering Committee member-2014
- Manitowoc County Farmland Preservation Plan presenter/Co-author/reviewer (2014-2015)
- Manitowoc County Soil and Water Conservation Department 10-Year Land and Water Plan presenter/co-author/reviewer-2015

#### 4. Applied Research and Publications:

- 2015 Pilot Study on Wisconsin Dairies to Determine if Sanitation Audits Improve the Health and Well-being in Calves (Lined up one dairy farm for this project led by Dr. Sarah Mills-Lloyd)
- Manitowoc County UW-Extension Agricultural Programs “*Greensheet*”, (2010-2012)
- “Understanding Nutrient and Sediment Loss at Soaring Eagle Dairy”, Inserts in *The Country Today*, *Wisconsin State Farmer* and *Agri-View* Newspapers. Co-authored with Dennis Frame and Eric Cooley, 2010, (Circulation=96,000)
- “Update on Alfalfa Forages in Manitowoc County”, *eHay Weekly Newsletter*, 2010.
- “Manitowoc County Manure Spill and Run-off Prevention Guide”, Updated in January, 2012; originally authored in 2003. Co-author.
- “Manitowoc County Manure Spill and Run-off Response Guide”, Updated in September, 2012; originally authored in 2003. Co-author.
- “Developing a Manure Spill Response Plan for Your Farm”, Updated in 2011, originally authored in March, 2007. Co-author.
- “Economic Costs and Labor Efficiencies Associated with Raising Dairy Herd Replacements on Wisconsin Dairy Farms and Custom Heifer Raising Operations”, 2013. Co-author and Field Survey Collaborator for three of the 34 farms evaluated. This on-farm research resulted in numerous articles being published in a variety of agricultural newspapers, newsletters, and magazines (Exhibit 2).
- Is LAND in Your Future? *Wisconsin Agriculturist*, 2013
- UW-Department of Entomology Soybean Aphid Field Trial (Lined up four Soybean growers) 2012
- The Economic Impact of Five Dairy Cattle Clinical Diseases as Measured by the Correlation Between Lactational Incidence Risk and Income Over Feed Cost in Wisconsin Dairy Herds (Field Collaborator and Data Collector for five dairy farms). PI--Dr. Victor Cabrera, 2011
- Understanding Nutrient and Sediment Loss at Saxon Homestead Farm, Co-author, 2011  
<http://manitowoc.uwex.edu/files/2013/03/Updated-flier.pdf>
- Improving Milk Quality Safety on Artisan Cheese-Producing Farms (Field Collaborator and Data Collector at Saxon Homestead Farm and Creamery). PI—Dr. Pamela Ruegg, 2010.
- “Would Your Business Benefit From a SWOT?” Chamber of Commerce Newsletter, 2010
- “Why Are Family Farms Important?” eHow Newsletter, 2010
- It Will Never Happen to Me....But it Did, *Hoards Dairyman*, October 10, 2010 (**Exhibit 4**)

## **5. Administrative Responsibilities and or Research Programs:**

- Chair of the Wisconsin Agricultural Education Center (WAEC) (2010-2013); Board member (2013-present--**Exhibit 5**)
- 2015 Alice in Dairyland Steering Committee member and Finance Committee Chair
- Coordinate and Administer Manitowoc County 4-H Dairy Programs/Tours
- Coordinate the Manitowoc County Discovery Farms Advisory Committee
- Administer the Lakeshore Area Network for Dairy (LAND) Program
- Coordinate grant proposals and grant administration
  - \$35,000 Grow Wisconsin Dairy Team Grant Program in Collaboration with WDATCP (12 farms)
  - \$52,000 Manitowoc County Discovery Farms Grant
  - \$25,000 Altria Agricultural Solutions Environmental Protection Grant
  - \$35,000 Community Block Grant to Evaluate the Financial Feasibility of the WAEC project
  - \$23,000 Alice in Dairyland donations

## **6. Professional Development (past five years)**

- East-Metro Region All-Colleague Conference 2015
- Outlook Training 2015
- Managing Anaerobic Digestion Systems 2015
- Rural Insurance Farm Safety/OSHA Seminar 2015
- Multicultural Awareness Training 2014
- We All Live on the Water Workshop 2014
- Secure Milk Supply for Wisconsin-Tabletop Exercise 2014
- Faculty Tenure Orientation Workshop (2011, 2013, 2014)
- Wisconsin Act 377 (Implements of Husbandry) Train the Trainer In-service 2014
- Radiological Release Emergency Response Training 2014
- Designing Modern Dairy Facilities Seminar (2012, 2014)
- DNR CAFO Workshop (2010, 2012-2015)
- Center for Dairy Profitability Farm Management Clinic 2013
- Wisconsin Farm Technology Days (2010, 2012, 2013)
- Farm Transition, Retirement and Estate Planning Workshop 2014
- World Dairy Expo 2010 to present
- Professional Dairy Producers of Wisconsin Annual Conference (2011, 2014)
- Dairy Farm Safety/OSHA Short Course Certificate of Achievement 2012
- WDATCP Livestock Facility Siting Standards Workshop 2011
- Dairy Team In-service (2010-2013)
- Midwest Manure Summit (2011, 2013, 2015)
- Wisconsin Public Service Farm Show (2010 to present)
- Over Fifty Eastern District/East-Metro Region UW-EX Sponsored Seminars (2010 to present)

## **7. Future Plans for Professional Improvement (please see separate sheet)**

## **8. Awards:**

- 2014 UW-EX ANRE Team/Workgroup Leadership and Responsiveness Award
- 2013 Friend of the Manitowoc County Holstein Association



- 2012 Manitowoc County UW-Ag Alumni Association Distinguished Agricultural Leader
- 2012 NACAA 25 Years of Service Award
- 2011 Manitowoc County Expo President's Award
- 2010 ESP Chapter Team Award—2009 Midwest Manure Summit
- 2010 Chamber of Manitowoc County Education Impact Award Finalist

**Future Directions:** I interact with hundreds of farmers, consultants and service providers each year. I find the most value working either one-on-one with individuals or working with farm management teams to conduct an in-depth analysis for the farm business and then to develop an action plan based on the results of that analysis. Examples include farm transfers, mastitis management, dairy nutrition, herd health, manure transfer and storage systems, and farmstead design and layout.

I believe the existing programs that are being implemented will continue to be implemented in 2015 and beyond. I plan to conduct over 150 farm visits, facilitate over 25 dairy farm management team meetings, and give over 25 presentations in 2015. I will write between 12-15 news releases, be interviewed over 25 times by print media, including the Herald Times Reporter, Valders Journal, Wisconsin State Farmer, Country Today, and the Agri-View newspapers. I will also be interviewed at least 15 times by radio stations, and I will conduct three to four live radio programs on WOMT and WCUB radio stations. I will work to bring additional grant dollars into the county via the Grow Wisconsin Dairy 30x20 Program, the Milk Volume Production Program, the 2015 Alice in Dairyland Finals, and the Wisconsin Agricultural Education Center.

I will continue to work on the establishment of the Wisconsin Agriculture Education Center (WAEC) in Manitowoc County (**Exhibit 5**). The WAEC is designed to showcase the importance of agriculture, and ultimately result in Agri-tourism, business development, and job creation. Our board has made an offer to hire an Executive Director who will start on May 1, 2015. This \$10 million initiative is approximately four years old and many positive outcomes have already been achieved. I served as Chair of the steering committee for the first 2 1/2 years of the project and led the effort to complete a comprehensive feasibility study that was completed in 2012; developed by-laws and articles of incorporation; helped set up the structure for a 17-person Board of Directors; contracted with a local builder to develop floor plans, renderings of the buildings, and cost estimates for the multi-million dollar complex; worked with a local attorney to develop a land purchase agreement based on \$22,000 per acre for 36 acres of land; hired an Executive Director; and assisted in the process of hiring a Capital Campaign firm. To date we have raised over \$425,000 of cash with commitments from other major donors of over \$1,000,000, and the true Capital Campaign has not even been launched yet! My goal of transferring the leadership of the Wisconsin Agricultural Education Center Board was realized in November, 2013, when local dairy producer, Julie Maurer was elected Chair. I continue to serve on the Board of Directors, and at her request, I also serve as an informal advisor to her.