

TEPAP

The Executive Program for Agricultural Producers

2025 Summary Report

The Executive Program for Agricultural Producers
PO Box 946 | College Station, TX 77841-0946
tepap.tamu.edu

TEPAP: The Executive Program for Agricultural Producers

Leadership Team

Dr. Mark Welch, Program Co-Director,
Professor and Extension Economist; Texas A&M AgriLife Extension Service

Emmy Kiphen, Program Co-Director,
Extension Program Specialist II; Texas A&M AgriLife Extension Service

Advisory Panel

Kristjan Hebert; Moosomin, Saskatchewan

Albert Peterson; Loretto, Kentucky

Laura Sands; Sheridan, Wyoming

Dick Wittman; Culdesac, Idaho

Lance Woodbury; Kansas City, Kansas

Graduate Panel

Christian Gamble; Lafayette, Indiana

Julie Linder; Norwalk, Ohio

Grant Rix; Groton, South Dakota

Frank Volleman; Gustine, Texas

TEPAP: The Executive Program for Agricultural Producers

TEPAP Preface

Having a varied background in production agriculture, ag lending, and academia, Dr. Danny Klinefelter founded The Executive Program for Agricultural Producers (TEPAP). During the 1980s, Klinefelter left his university affiliation to return to the private ag lending sector in response to the financial crisis in agriculture at that time. What he saw were many hard working, determined farm families that were ill equipped to deal with the financial challenges they were facing. He saw the need for an educational program aimed at this group that could provide them with tools and resources to manage their farms more professionally. Many of these farms had grown rapidly from relatively small family farm operations just a generation or two ago to large and complex agribusiness enterprises. But this growth in size and scope was not matched with growth in business education or management practices and strategies. For many who grew up on farms and ranches, they tend to do business the way they saw dad or grandad operate the place. Klinefelter saw that that approach was lacking in large-scale, high stakes farming. He visited some of the leading business schools in the country to create a template for an educational program designed for ag producers, a kind of micro-MBA for farmers.

The most useful, impactful aspect of the program is the relationship that is forged between farmers, ranchers, and agribusiness men and women in the week spent together. TEPAP participants are usually some of the largest operations in their local area and are seeking direction to manage their organizations more professionally. It is difficult for them to find places where they can share openly with peers about their challenges, concerns, and opportunities; especially in managing opportunities for growth and expansion and issues of transition and succession planning. Financial education is a key component of the TEPAP curriculum. Participants are given a pre-test of sorts at the beginning of the program and for all of their growth and success, most do not score very high on understanding and applying basic accounting principles.

TEPAP equips agribusiness leaders to develop professional management practices, improve family communication, and provide a path forward for business growth, transition, and succession planning. The curriculum is based on family business management, financial management, strategic management, succession planning, macroeconomics, leadership, accountability, sales, negotiation strategies, and human relations. It took several years for the program to take off in the beginning. The primary means of hearing about TEPAP is still knowing someone who attended TEPAP, word of mouth. Dr. Mark Welch, the second director of TEPAP, has been associated with the program since 2014. Every year, the class has been full and has a waiting list for the next program.

Planning the TEPAP 2025 Program

With the former TEPAP conference site, Hyatt Regency Lost Pines Resort and Spa, being full during the needed January 4-11, 2025, dates, a new location was deemed necessary for TEPAP 2025. We began looking in the San Antonio area as a good location for the program having a number of public transportation options, more predictable winter weather during the month of January, and its accessibility to an international airport. We were very impressed with the staff, amenities, and grounds at the La Cantera Resort and Spa. After learning they were able to provide what we needed during our requested time frame, a contractual agreement was signed to host the TEPAP 2025 Program.

The planning committee was then in full swing contacting speakers to confirm topics and dates, and the program was officially set. The TEPAP flyer was updated and posted to the tepap.tamu.edu website. Emails with attached flyers were sent in June 2024 to participants who had registered for previous TEPAP classes and to the those who had inquired about the TEPAP program during the past year, allowing them the first option to register for TEPAP 2025. Registration opened to the public on July 1, 2024, on the tepap.tamu.edu website. Applications from new participants were to be accepted until the Unit I class size reached an approximate 90.

The TEPAP 2025 Program

TEPAP 2025 was held January 5-11, 2025 at the La Cantera Resort and Spa in San Antonio, Texas. In the end, Unit I had 76 participants (after several withdrew their acceptance due to life events) and Unit II had 62 participants plus four alumni. Participants came internationally from all across the US, Canada, and Australia producing a wide variety of crops and livestock and owning a multitude of ag-related businesses and beyond.

TEPAP is very grateful for the sponsorship connections with John Deere, the Farm Credit System, and DTN/Progressive Farmer. Like past years, Pinion was involved in the application process graciously providing a full-tuition \$7,000 paid scholarship to a participant in the Unit I class and another full scholarship to a participant attending the Unit II class. We are very grateful to have the Danny Klinefelter Memorial Scholarship support from Pinion as there has been tremendous interest in this opportunity amongst applicants. With the support from DTN/Progressive Farmer, Katie Dehlinger attended the program on their behalf, using media to extend the story and works of the TEPAP Program, its people, and their impact on agriculture.



JOHN DEERE



FARM CREDIT

pinion



Progressive
FARMER
powered by DTN

We are very pleased to have built a reputation where others in the industry have seen the long-range benefits of TEPAP and have funded for their own select individuals to attend the week-long business management education program. For TEPAP 2025, this additional financial backing came from AIO-Ag of Chicago, Southwest Georgia Farm Credit, Nuffield Australia, Capital Farm Credit of Texas, Compeer Financial of Illinois, Idaho Farm Credit, and Green Stone Farm Credit of Michigan. In the end, approximately 10% of the TEPAP 2025 class received individual funding support from industry partnerships.

24 speakers covered the 6 days of presentations in this business management education course. In December, while presenters were preparing for their sessions and participants' pre-course homework, participant profiles were emailed to speakers for them to gain a better understanding of the TEPAP audience and better relate their presentations. Note, there is a wide time-gap in ages of the 24 speakers as we aim to cover a broad range in experience and views on risk, all while establishing better connections between generations.

During a program planning meeting with the advisory board, it was suggested to assign seats for some of the days during the week of the program in hopes to further progress participant networking. This simple action was well received, and we heard several comments about participants connecting with new people they wouldn't normally have done so. Assigned seating will again be utilized in the TEPAP programs moving forward.

Through the years, we consistently hear about the importance of the hospitality suite. From professional networking, lifelong friendships created, necessary unwinding at the day's end, recap of the day's events, spouse meet-and-greet, etc.; we seek this accommodation when choosing conference sites. The hospitality scene was set once again for TEPAP 2025 from a Unit II volunteer who agreed to host the free-standing on-site venue for the week.



TEPAP 2025 - Unit I



TEPAP 2025 - Unit II

Evaluating the TEPAP 2025 Program

At the end of their working week, participants were given an evaluation of the TEPAP program using a 5-Point Likert scale where they could rank the conference/hotel facilities, importance of presentation topics, and quality of speakers. The program concluded with an open-ended review about the biggest takeaways from the week, their biggest challenges, and recommendations on improving TEPAP. (See appendix for results.)

Moving Forward

Following up with the program and in an effort to recruit new faculty, it has been suggested to have potential future faculty attend a program in-person first, so they know what to prepare for the following year. While we had some brand-new speakers for TEPAP 2025, we were able to have an individual observe the courses throughout the week with the intention of being a TEPAP presenter in a future course. For the program to build upon each day and “connect all the pieces”, it was also suggested to have a zoom-conference in February with faculty, so they know what and how topics are being presented.

Looking at Unit I, it was mentioned to assign their homework at the same time as registration so that it can be tabulated ahead of time and then built upon for the upcoming program. Going into Unit II, it was recommended to survey peer groups for what they feel is needed in the curriculum. It was also proposed to include the Association of Agricultural Production Executives (AAPEX) on the agenda for deeper connection, accountability, and follow-up with Unit II. To keep participants engaged after the program, it has been advised to keep interactions with the class throughout the years with faculty, advisory boards, and program coordinators. One idea to keep participants moving in a positive direction was to have them write up a 10-year goal-mark with a TEPAP checklist and then break down those goals to complete on a quarterly basis every year.

On a lighter note for TEPAP 2026, it was suggested that we ask participants to bring a cap or other farm swag with them for a “farm cap exchange” to be given out through the program week for yet, another networking opportunity. It was also brought to our attention that a Facebook webpage for past participants could be utilized as another useful networking tool while giving TEPAP a social media presence. We are excited to bring these pieces into fruition.

Appendix

Promotional Flyer

TEPAP
The Executive Program for Agricultural Producers
<https://tepap.tamu.edu>

January 4-11, 2025
new location
La Cantera Resort
San Antonio, Texas

TEPAP brings together farmers, ranchers and agribusiness men and women who want to manage their organizations more professionally – from managing opportunities of growth and expansion, to issues of transition and succession planning. Class size is limited to enhance this learning environment that is built on dialogue and discussion, instruction, and interaction.

- + Family Business Management
- + Financial Management
- + Strategic Management
- + Succession Planning
- + Macroeconomics
- + Leadership
- + Accountability
- + Sales
- + Negotiation Strategies
- + Human Relations
- ...and much more

The Executive Program for Agricultural Producers (TEPAP) has been equipping agribusiness leaders to develop professional management practices, improve family communication, and provide a path forward for business growth, transition, and succession planning. With the generous support of Farm Credit, Pinion, DTN/Progressive Farmer, John Deere, and Texas A&M AgriLife Extension Service, TEPAP has taught 2000+ participants advanced agribusiness topics.

TEPAP 2025 will be held January 4-11 at the La Cantera Resort in San Antonio, Texas (16641 La Cantera Parkway). The program fee for Unit I, Unit II, and Alumni participants is \$7,000. Applications will be accepted beginning July 1, 2024 with a firm cut-off date of October 31, 2024. Enrollment is limited and qualified applicants will be selected in order of receipt of applications. Payments can be made electronically after notification of program acceptance. For more information, please contact Emmy Kiphen at (979) 393-0890 and emmykiphen@tamu.edu

Apply on-line at: <https://tepap.tamu.edu>



Unit I Class
TEPAP 2024



TEPAP Graduate
Advisory Panel



Unit II Class
TEPAP 2024



Success requires continuous management improvement at a rate set by the leading edge of your competition and not by your current comfort zone. – Danny Klinefelter, TEPAP Founder

Program Agenda - Unit I

THE EXECUTIVE PROGRAM FOR AGRICULTURAL PRODUCERS UNIT I SCHEDULE for JANUARY 5 - 11, 2025						
Sunday 5th	Monday 6th	Tuesday 7th	Wednesday 8th	Thursday 9th	Friday 10th	Saturday 11th
7:00 - 9:00am (La Cantera Ballroom I) Breakfast	6:30 - 7:30am (La Cantera Ballroom I) Breakfast 7:45 - 9:00am (La Cantera Ballroom III&IV) Family Business Management w/ Lance Woodbury	6:30 - 7:30am (La Cantera Ballroom I) Breakfast 7:45 - 9:00am (La Cantera Ballroom III&IV) Megatrends w/ Dave Kohl	6:30 - 7:30am (La Cantera Ballroom I) Breakfast 7:45 - 9:15am (La Cantera Ballroom III&IV) Process Improvement w/ Dick Wittman	6:30 - 7:30am (La Cantera Ballroom I) Breakfast 7:45 - 9:00am (La Cantera Ballroom III&IV) Macroeconomics w/ Ed Seifried	6:30 - 7:30am (La Cantera Ballroom I) Breakfast 7:45 - 9:00am (La Cantera Ballroom III&IV) Geopolitics w/ Matthew Kroenig	7:30 - 10:00am (La Cantera Ballroom I) Breakfast & Program Review Making it Count: Applied Lessons and Next Steps w/ Mark Welch
9:00 - 10:00am (Northwest Foyer) Registration	9:15 - 10:30am (La Cantera Ballroom III&IV) Family Business Management w/ Lance Woodbury	9:15 - 10:30am (La Cantera Ballroom III&IV) Megatrends w/ Dave Kohl	9:30 - 10:30am (La Cantera Ballroom III&IV) Process Improvement w/ Dick Wittman	9:15 - 10:30am (La Cantera Ballroom III&IV) Macroeconomics w/ Ed Seifried	9:15 - 10:30am (La Cantera Ballroom III&IV) Geopolitics w/ Matthew Kroenig	
10:00 - 12:00pm (La Cantera Ballroom III&IV) Financial Concepts Review w/ Dick Wittman	10:45 - 12:00pm (La Cantera Ballroom III&IV) Financial Management w/ Dick Wittman	10:45 - 12:00pm (La Cantera Ballroom III&IV) Megatrends w/ Dave Kohl	10:45 - 12:00pm (La Cantera Ballroom III&IV) Practical Applications for Collaborative Farming w/ Chris Barron	10:45 - 12:00pm (La Cantera Ballroom III&IV) Macroeconomics w/ Ed Seifried	10:45 - 12:00pm (La Cantera Ballroom III&IV) Strategic Management w/ Allan Gray	
12:00 - 1:30pm (Emily's Rose Court) Lunch & Orientation	12:00 - 1:30pm (Emily's Rose Court) Lunch	12:00 - 1:30pm (Emily's Rose Court) Lunch	12:00 - 1:30pm (Emily's Rose Court) Lunch	12:00 - 1:30pm (Emily's Rose Court) Lunch	12:00 - 1:30pm (Emily's Rose Court) Lunch	
1:30 - 2:45pm (La Cantera Ballroom III&IV) Family Business Management w/ Lance Woodbury	1:30 - 2:45pm (La Cantera Ballroom III&IV) Financial Management w/ Dick Wittman	1:30 - 2:45pm (La Cantera Ballroom III&IV) The People Business w/ Davon Cook	1:30 - 2:45pm (La Cantera Ballroom III&IV) Practical Applications for Collaborative Farming w/ Chris Barron	1:30 - 2:45pm (La Cantera Ballroom III&IV) Mental Health w/ Lesley Kelly	1:30 - 2:30pm (La Cantera Ballroom III&IV) Strategic Management w/ Allan Gray	
3:00 - 4:15pm (La Cantera Ballroom III&IV) Family Business Management w/ Lance Woodbury	3:00 - 4:15pm (La Cantera Ballroom III&IV) Financial Management w/ Dick Wittman	3:00 - 4:15pm (La Cantera Ballroom III&IV) The People Business w/ Davon Cook	3:00 - 4:15pm (La Cantera Ballroom III&IV) Communication, Conflict & Leadership w/ Barb Dartt	3:00 - 4:15pm (La Cantera Ballroom III&IV) Mental Health w/ Lesley Kelly	2:45 - 3:45pm (La Cantera Ballroom III&IV) Strategic Management w/ Allan Gray	
4:30 - 5:30pm (La Cantera Ballroom III&IV) Family Business Management w/ Lance Woodbury	4:30 - 5:30pm (La Cantera Ballroom III&IV) Financial Management w/ Dick Wittman	4:30 - 5:30pm (La Cantera Ballroom III&IV) The People Business w/ Davon Cook	4:30 - 5:30pm (La Cantera Ballroom III&IV) Communication, Conflict & Leadership w/ Barb Dartt	4:30 - 5:30pm (La Cantera Ballroom III&IV) Mental Health w/ Lesley Kelly	4:00 - 5:30pm (La Cantera Ballroom III&IV) TEPAP Grad Panel	
5:45 - 7:00pm (Palo Duro) Dinner	5:45 - 7:00pm (Palo Duro) Dinner	5:45 - 7:00pm (Palo Duro) Dinner	5:45 - 7:00pm (Palo Duro) Dinner	5:45pm - 7:00pm (Palo Duro) Dinner	5:45pm - 7:00pm (Palo Duro) Dinner	
7:00 - 8:30pm (La Cantera Ballroom III&IV) Round Table Discussion w/ Lance	7:00 - 8:30pm (La Cantera Ballroom III&IV) Round Table Discussion w/ Lance & Dick	7:00 - 8:30pm (La Cantera Ballroom III&IV) Round Table Discussion w/ Davon	7:00 - 8:30pm (La Cantera Ballroom III&IV) Round Table Discussion w/ Chris & Barb	7:00 - 8:30pm (La Cantera Ballroom III&IV) Round Table Discussion w/ Lesley	7:00 - 8:30pm (La Cantera Ballroom III&IV) Round Table Discussion w/ Allan & Grad Panel	

Program Agenda -

Unit II

THE EXECUTIVE PROGRAM FOR AGRICULTURAL PRODUCERS UNIT II SCHEDULE for JANUARY 5 - 11, 2025						
Sunday 5 th	Monday 6 th	Tuesday 7 th	Wednesday 8 th	Thursday 9 th	Friday 10 th	Saturday 11 th
7:00 - 9:00am (La Cantera Ballroom I) Breakfast	6:30 - 7:30am (La Cantera Ballroom I) Breakfast 7:45 - 9:00am (La Cantera Ballroom II) Sales w/ David Parker	6:30 - 7:30am (La Cantera Ballroom I) Breakfast 7:45 - 9:00am (La Cantera Ballroom II) Megatrends w/ Dave Kohl	6:30 - 7:30am (La Cantera Ballroom I) Breakfast 7:45 - 9:00am (La Cantera Ballroom II) Accountability w/ Mike Scott	6:30 - 7:30am (La Cantera Ballroom I) Breakfast 7:45 - 9:00am (La Cantera Ballroom II) Macroeconomics w/ Ed Seifried	6:30 - 7:30am (La Cantera Ballroom I) Breakfast 7:45 - 9:15am (La Cantera Ballroom II) Geopolitics w/ Matthew Kroenig	7:30 - 10:00am (La Cantera Ballroom I) Breakfast & Program Review Making it Count: Applied Lessons and Next Steps w/ Mark Welch
9:00 - 10:00am (Northwest Foyer) Registration	9:15 - 10:30am (La Cantera Ballroom II) Sales w/ David Parker	9:15 - 10:30am (La Cantera Ballroom II) Megatrends w/ Dave Kohl	9:15 - 10:30am (La Cantera Ballroom II) Accountability w/ Mike Scott	9:15 - 10:30am (La Cantera Ballroom II) Macroeconomics w/ Ed Seifried	9:30 - 10:45am (La Cantera Ballroom II) Geopolitics w/ Matthew Kroenig	
10:00 - 12:00pm (La Cantera Ballroom II) Financial Concepts Review w/ Dick Wittman	10:45 - 12:00pm (La Cantera Ballroom II) Sales w/ David Parker	10:45 - 12:00pm (La Cantera Ballroom II) Megatrends w/ Dave Kohl	10:45 - 12:00pm (La Cantera Ballroom II) Financial Management II w/ Jim Nolen	10:45 - 12:00pm (La Cantera Ballroom II) Macroeconomics w/ Ed Seifried	11:00 - 12:00pm (La Cantera Ballroom II) TEPAP Grad Panel	
12:00 - 1:30pm (Emily's Rose Court) Lunch & Orientation	12:00 - 1:30pm (Emily's Rose Court) Lunch	12:00 - 1:30pm (Emily's Rose Court) Lunch	12:00 - 1:30pm (Emily's Rose Court) Lunch	12:00 - 1:30pm (Emily's Rose Court) Lunch	12:00 - 1:30pm (Emily's Rose Court) Lunch	
1:30 - 2:45pm (La Cantera Ballroom II) Business & Estate Planning w/ Shannon Ferrell	1:30 - 2:45pm (La Cantera Ballroom II) Negotiation Strategies w/ Troy Elmore	1:30 - 2:45pm (La Cantera Ballroom II) Scoring Progress: Family Business Governance & Financial Mgmt. w/ Dick Wittman	1:30 - 2:45pm (La Cantera Ballroom II) Financial Management II w/ Jim Nolen	1:30 - 2:45pm (La Cantera Ballroom II) Strategic Positioning w/ Trey Malone	1:30 - 2:45pm (La Cantera Ballroom II) Leadership w/ Jeff Magee	
3:00 - 4:15pm (La Cantera Ballroom II) Business & Estate Planning w/ Shannon Ferrell	3:00 - 4:15pm (La Cantera Ballroom II) Negotiation Strategies w/ Troy Elmore	3:00 - 4:15pm (La Cantera Ballroom II) Scoring Progress: Family Business Governance & Financial Mgmt. w/ Dick Wittman	3:00 - 4:15pm (La Cantera Ballroom II) Hire Education w/ Mel Kleiman & Mark Beckstrom	3:00 - 4:15pm (La Cantera Ballroom II) Strategic Positioning w/ Trey Malone	3:00 - 4:15pm (La Cantera Ballroom II) Leadership w/ Jeff Magee	
4:30 - 5:30pm (La Cantera Ballroom II) Business & Estate Planning w/ Shannon Ferrell	4:30 - 5:30pm (La Cantera Ballroom II) Negotiation Strategies w/ Troy Elmore	4:30 - 5:30pm (La Cantera Ballroom II) Scoring Progress: Family Business Governance & Financial Mgmt. w/ Dick Wittman	4:30 - 5:30pm (La Cantera Ballroom II) Hire Education w/ Mel Kleiman & Mark Beckstrom	4:30 - 5:30pm (La Cantera Ballroom II) Strategic Positioning w/ Trey Malone	4:30 - 5:30pm (La Cantera Ballroom II) Leadership w/ Jeff Magee	
5:45 - 7:00pm (Palo Duro) Dinner	5:45 - 7:00pm (Palo Duro) Dinner	5:45 - 7:00pm (Palo Duro) Dinner	5:45 - 7:00pm (Palo Duro) Dinner	5:45pm - 7:00pm (Palo Duro) Dinner	5:45pm - 7:00pm (Palo Duro) Dinner	
7:00 - 8:30pm (La Cantera Ballroom II) Round Table Discussion w/ Shannon	7:00 - 8:30pm (La Cantera Ballroom II) Round Table Discussion w/ Troy	7:00 - 8:30pm (La Cantera Ballroom II) Round Table Discussion w/ Dick	7:00 - 8:30pm (La Cantera Ballroom II) Round Table Discussion w/ Mike, Mel & Mark	7:00 - 8:30pm (La Cantera Ballroom II) Round Table Discussion w/ Trey	7:00 - 8:30pm (La Cantera Ballroom II) Round Table Discussion w/ Jeff	

Overall Evaluation Assessment

2025 TEPAP Participants:

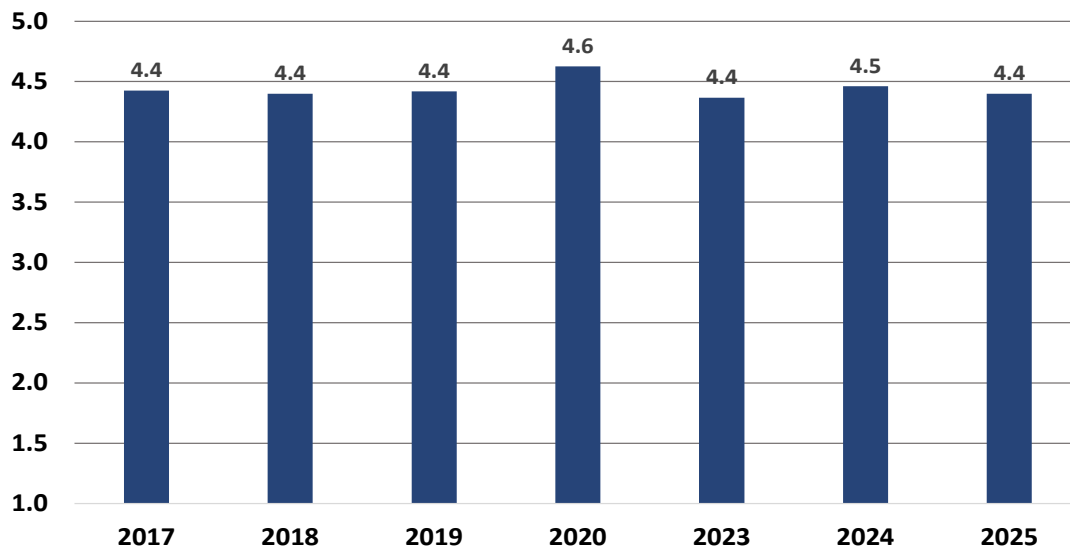
Unit I - 76

Unit II - 62

Alumni - 4

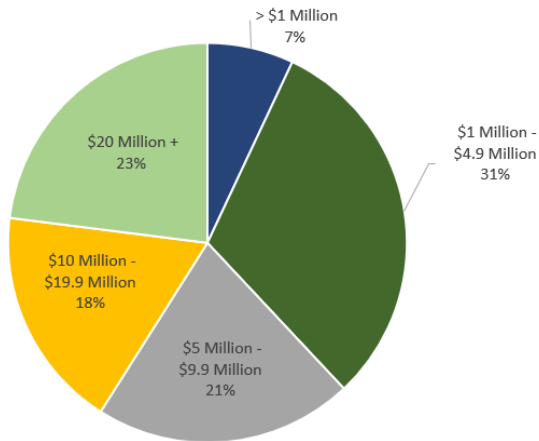
TEPAP Overall Program Ratings 2017-2020, 2023-2025

Likert scale rating system, 1 = poor, 5 = excellent

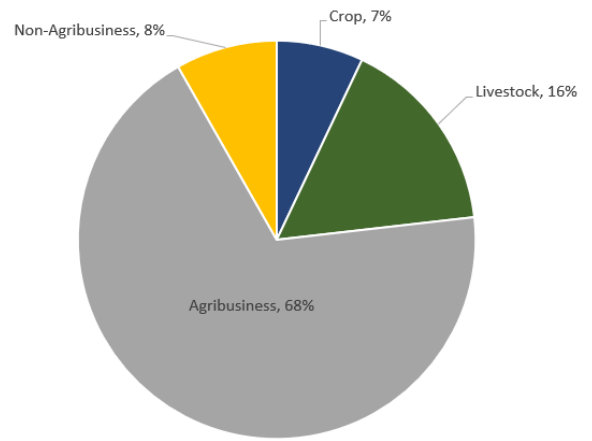


Overall Evaluation Assessment: Participant Profiles

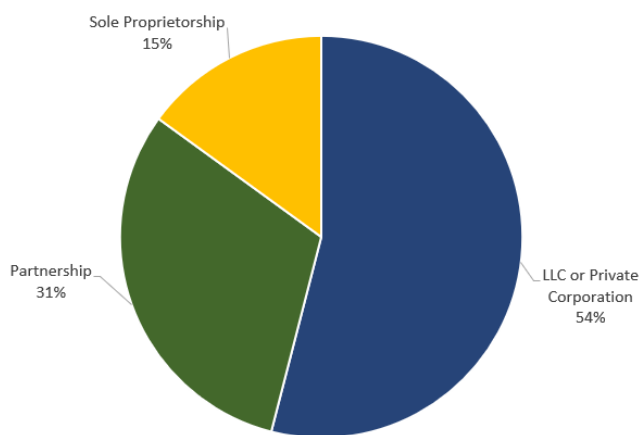
Gross Sales



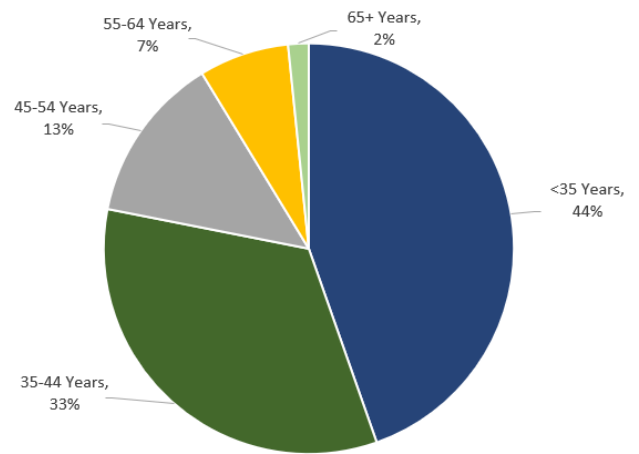
Business Activities



Business Structure



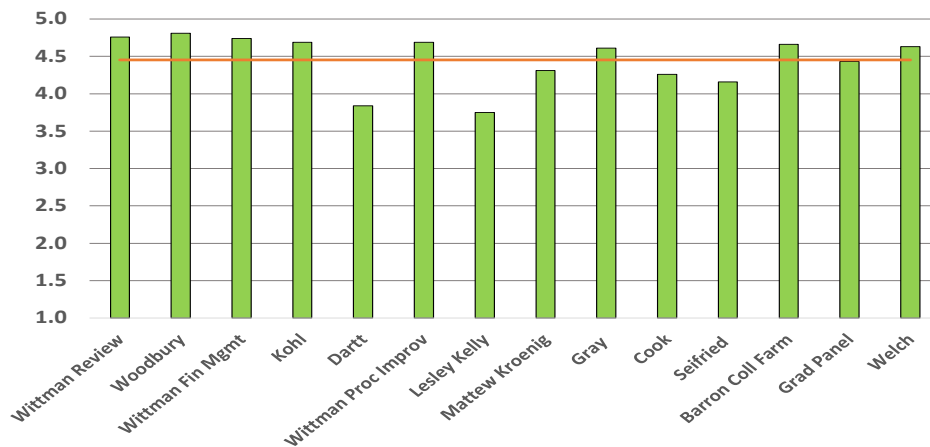
Participant Age



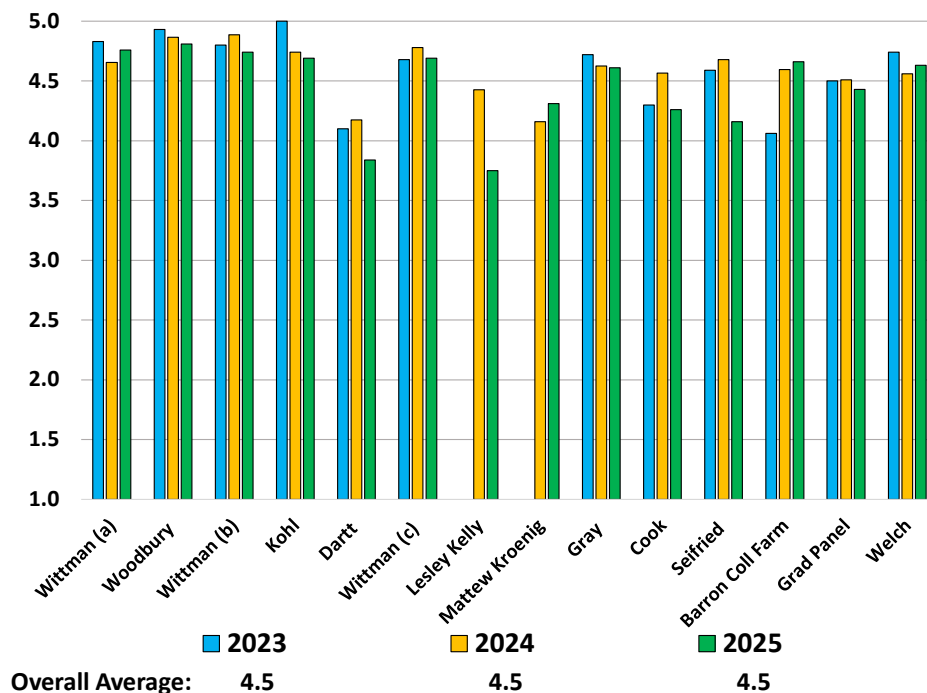
Evaluation Assessment:

Unit I Summary - 76 Participants

TEPAP 2025 Unit I Speaker Ratings: 4.5 average



TEPAP Speaker Ratings Unit I: 2023-2025



Evaluation Assessment:

Unit I Responses

Based on your TEPAP experience, what do you estimate the economic impact on your organization will be? This could include revenue growth, cost savings, productivity improvements, or other efficiencies. If possible, please provide a numeric estimate or describe the expected impact.

\$10,000 - \$500,000. This will depend solely on my ability to retain concepts and then develop strategic plans and implement.

I think we need a better financial planning framework vs. shoot from the hip; this should reduce debt load and clarified succession planning for me.

The economic impact will be minimal in the short term, but substantial in the long run. It will affect how hundreds of thousands will be invested.

Exponential over time. Minimal in 2025 – maybe several thousand. In 2026, I could see tens of thousands.

I see us making managerial decisions based on asset management. This could result in approximately \$20,000 impact in the coming year.

Survival and success in this economic downturn.

I believe our business is going to have productivity improvements as I now have some ideas of systems that need to be in place. Work on efficiencies in our business to go from breakeven to profitable, after we just went through a rapid growth period in 2023 and 2024.

I think we can save 5% of costs by reducing overhead and unnecessary equipment. I think we will also look at refinancing. I think we can save \$1,000,000 in cash and \$500,000 in expenses.

I think we will save money in efficiency by improving processes in our operation. \$40,000 a year.

Succession plan on paper. 10x growth. Sharpen pencil on cost and reduce by 5% with line-items. Decrease in cost total 10%. 24-hour seeding will be an increase in efficiency and reduce cost.

More efficient work, significantly more planning, more of a handle on finances. I project our ROI will increase especially in lower income years. Up to a 5% ROI increase in first 3 years.

It could potentially be \$1,000,000 plus with better processes, good ideas, accountability, and encouragement.

Cost savings and productivity improvements.

Better decision making around finances, with focus on cost of production.

Add Standard Operating Procedures if we don't have them. Maybe add a monthly meeting/breakfast with all employees.

I can't put a number to it, but it would be a good amount. If I implement 20% of my to-do list, it will make a large impact.

Evaluation Assessment:

Unit I Responses

For my company, we are new. So by us being here, just trying to gain as much information as we can. Definitely are going to start Standard Operating Procedures for us and upcoming employees to make it easier to train.

I believe everyone will form as one in a way and not worry about the we, more the WE.

Revenue growth and management efficiencies.

Productivity and efficiencies are areas we need work. I have a lot of ideas and tools to put to good use because of the conversations and topics that have been provided.

I think in a year, if implemented, we will see a \$100,000 increase in profitability.

I don't see a measurable impact on our farm. However, I leave with a lot more confidence in what I'm doing. I can't put a value on that.

I look for positive impacts financially when we implement a few new items learned here. I also think we will take better care of our employees.

Hard to put a number to it. Hopefully it changes how I work on my business.

I think it will help our business to start thinking about our cost of production. Especially on our dairy farm which could be massively impactful.

5% better in all aspects. Compounding on all aspects will be instrumental.

I believe our productivity will improve.

\$15,000 in personnel efficiency.

What is your biggest takeaway from TEPAP 2025?

Put simply, the importance of valuing the people in the (family) business and progressively engaging them in the strategic plan for the business. This starts with knowing our "why" (we are doing it) ...

Dr. Kohl saying \$1 of liquid assets are worth \$5 of farm assets. This is putting a dollar value on my succession plan.

Networking and financial literacy.

Be professional!

The business applications we've covered this week apply to ag operations of all kinds. I want to implement the content covered on my family's farm and see the effects amplified as we grow.

Continual 1% improvement can make exponential impacts to the organization.

Evaluation Assessment:

Unit I Responses

My biggest takeaway has been the conversations I've had with others and the ideas I've developed to help our process improvement. It was amazing being able to communicate and learn from other growers from all over (networking).

To look at financials in a new light.

My biggest takeaway was to watch our numbers and make sure our ratios are in check before making decisions. Also, I learned how important it is to have a plan and value your people.

My operation needs to bring in a facilitator for succession planning. I need to dial in tighter to understand cost and see cost savings and revenue increases from decisions made.

Organization structure, financial management, people management, and hiring the right people.

Labeling positions will change everything. Roles and responsibilities will help from financials to stress.

There are some things in my operation that I need to improve and address.

How much work there is at the farm to improve. What we are doing and how we could become more profitable.

It was a fantastic program, and I gained way more than I expected. Knowledge that was gained and people I met will help me for a long time.

My biggest takeaway from TEPAP is that everybody's operation is very similar but very different and there is a lot that goes into a business to keep it going.

Standard Operating Procedures and knowing I need to "lock in".

The financials and becoming a more professionally run business.

Efficiency, strategic planning, and zero-in on loose ends.

The openness of participants to share and the need for them to be part of a community. The 3 most useful sessions: financial, strategic management, and family business management. Most impactful was the round-table with Lesley Kelly on Thursday.

Understanding the importance of cash flow in our current "ag" economy.

The networking opportunities.

Be 5% better. The friends I made and networking I did are going to be lifelong. Emmy was fantastic and made me feel at home.

Importance of treating farm like a business: better planning, people management, strategic planning, and the need for good financial data used in decision making.

That our business is not alone in our struggles. I really enjoyed collaborating and making friends with everyone else here.

Evaluation Assessment:

Unit I Responses

Get better with Standard Operating Procedures. Use checklists and video. Include more about safety.

There are always ways to improve, but improving in strategic ways is the best way to thrive.

Standard Operating Procedures.

The importance of clearly outlining the job responsibilities for our employees as well as myself personally.

Validation to get better. Get stuck in a rut, TEPAP shows many examples of ways to improve.

Can you share a quote or comment we could use to promote TEPAP to others who might have an interest in this type of program?

Six-year bachelor's degree in seven days...The true value of TEPAP can/will be captured over next year/decade/generation/(s)... Brendan Kersh

Be a 5%er (from David Kohl's presentation).

Can't afford not to go.

From the outside looking in, you can't understand it. From the inside looking out, you can't explain it. Matt Kunerth

You are stronger than you think (from Lesley Kelly's presentation). Amy Nelson

TEPAP is a place to focus on personal growth and develop skills to take back to your operation that will help you become more efficient and successful. Progress over perfection.

Even if you feel you have worked on your business thoroughly, there's always something you could improve and TEPAP will help you discover what that is. Brian Hansen

You need to know your numbers and financial position if you want to manage or own.

Network of people will pay for itself.

If it is not going to matter in 5 years, don't waste 5 minutes worrying about it.

Be a 5%er of your industry (from Dick Wittman's presentation).

I gained insights and a set of actionable items that will help me better lead our business and make it better for our team.

Great program. Great people. Tyler Ediger

You are running a business that farms, not a farm trying to do business.

Evaluation Assessment:

Unit I Responses

The courses were great, the networking was greater, but the newfound friends were the greatest of all.

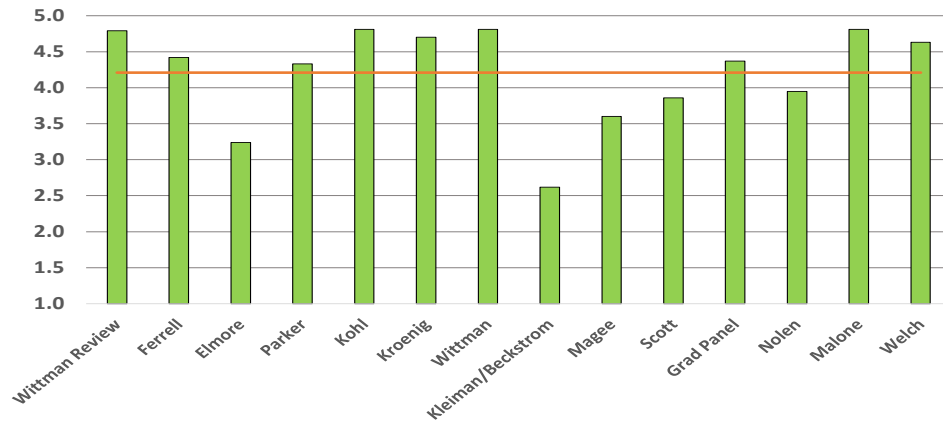
TEPAP is very inspiring and insightful. Really had some “aha” moments about how all the topics would be massively beneficial for our company.
Gibb Smith

If you are wanting to be a continual learner, you cannot afford to not be at TEPAP.

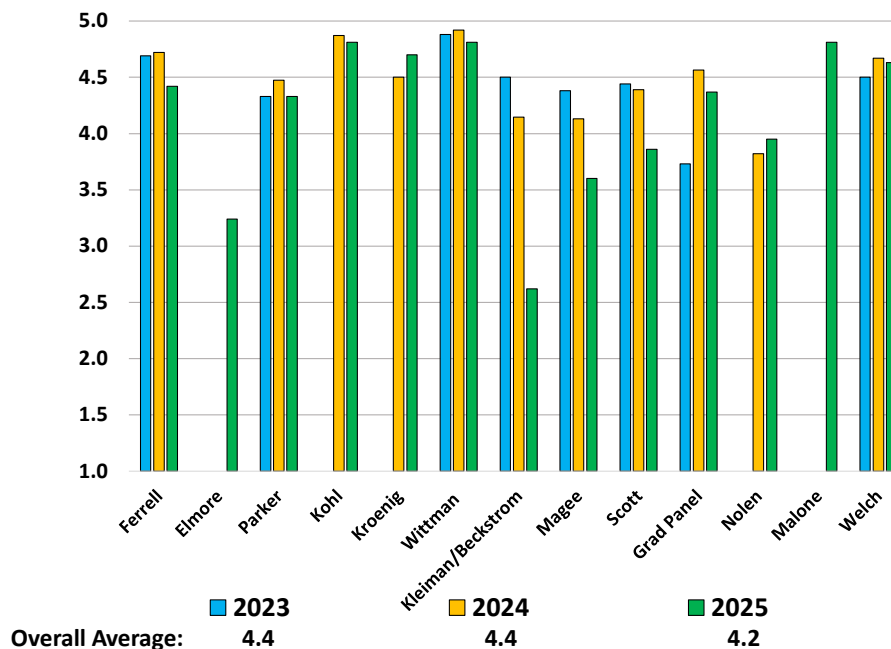
Evaluation Assessment:

Unit II Summary - 62 Participants

TEPAP 2025 Unit II Speaker Ratings: 4.2 average



TEPAP Speaker Ratings Unit II: 2023-2025



Evaluation Assessment:

Unit II Responses

Based on your TEPAP experience, what do you estimate the economic impact on your organization will be? This could include revenue growth, cost savings, productivity improvements, or other efficiencies. If possible, please provide a numeric estimate or describe the expected impact.

Since I have been through TEPAP before, my answers to this will be more based on the experience of the past than the experience of the past week. TEPAP is responsible for the evolution of our farm. We have been very fortunate to have grown and enjoy financial prosperity, and it is largely a result of my experience with TEPAP. I am only assuming, but the value of our business is 11-12X since TEPAP and I attribute 50% or more to my experience.

\$50,000-\$100,000 a year.

\$25,000 this year; \$50,000 next year in 2026; potentially higher in 2027.

If I apply 5 out of the top 10 items I've picked, I'd say our bottom line will improve by 10%.

Improve on hiring right the first time.

This year we are committed to cost savings. Applying even some of these practices, we could save \$30,000-\$50,000 in efficiencies and grow exponentially more profitable.

Becoming more professionally managed will give us the distinguished edge.

TEPAP has given me the confidence and ability to start my own operation and hopefully take over the one I'm working for. It has also given me a desire to get into consulting/teaching.

Efficiency will increase as a result of the course. We will also become more financially aware and can make better financial decisions. My estimate is we will save \$25,000-\$30,000 on efficiencies alone.

Growth strategies, staffing retention, and hiring for a culture.

Invaluable. Hope to do some serious transition planning that will help keep us going. Trey Malone's talk will lead to better processes that could provide real economic impact.

Too much to count.

Based on my TEPAP experience, there is probably less "to-dos" that I'm taking home this year than Unit I. Now the content for Unit II is great because in order to make an economic impact, we need to take the Unit II concepts with Unit I concepts. In 5 years - \$20,000 and in 10 years - \$50,000-\$60,000.

Efficiency gain for my financial accuracy and team awareness. We will position our operation to grow strategically based on our mission, vision, and values.

Hard to scale or estimate.

Easily in the hundreds of thousands.

Evaluation Assessment:

Unit II Responses

What was your biggest takeaway from TEPAP 2025?

Never stop continual improvement. Times have changed since my trip to TEPAP. I am now not the youngster.

The systems that we need to put in place and reinforce, and the planning or preparation we need to have strategically.

Still continue to improve in selling changes to the operation and recognize when to bring outside help.

Completing the Top 5 already started in 2024. Also to focus on inclusivity for all employees.

Vertically integrate farm product to sell retail.

The friendships. I learned a lot in the negotiation with Troy thinking in a way I never did before about leverage.

Networking, formalized business, inflation/interest rate predictions, and geopolitics.

Business and estate planning. Strategic positioning. Salesmanship was an excellent class. Believe in myself. Trust God in the process. Don't be afraid to put myself out there.

Importance of solid strategic planning and management practices. We need to identify our goals and core values. Networking and friendships made. Must get Standard Operating Procedures done.

Succession planning steps and process, and how to get started. Possible peer group established.

Tools to help communicate better with others.

There are a lot of strategic items that need to be done, but it takes a strong neutral mindset to accomplish this and continue a strong and organized operation.

In order to continue to grow, we need to optimize tools such as AI to create a better work/life balance while increasing profits.

The relationships built here are going to be my largest asset moving forward.

The networking connections made from meeting the presenters and other students!

Spend more time in planning and incorporating Standard Operating Procedures.

Evaluation Assessment:

Unit II Responses

Can you share a quote or comment we could use to promote TEPAP to others who might have an interest in this type of program?

TEPAP has been a bedrock to the success of our family business. It has lasted overtime due to the fact it teaches improvement. You can see that in the multi-generational students that attend. Franklin Fogleman

Word of mouth is best option. Push it through AAPEX as well. Not a bad thing if classes are a little smaller but word of mouth is probably best.

TEPAP has played a critical part in continuation and viability of our family operation. Nathan Koehl

In shifting cultures and demographics, the people producing the food need the help and ideas to remain viable. TEPAP opens eyes to opportunities within own company but puts people near others with same goals for one week.

Successful people do what unsuccessful people refuse to do. Mias Van den Bergh

Iron sharpens iron and the peers you meet at TEPAP help sharpen us.

A MBA for farming.

Focus on success and succession. Strategic accounts deserve a strategic mindset. Trevor Braye

TEPAP is the program you didn't know you needed, but you'll be glad you took it.

I tell people it is a crash course MBA for Ag.

Worth the time and money.

A one-week program to elevate your operation in ways the average farmer isn't thinking about.

TEPAP has provided limitless value to our organization throughout the years. Baker Bugbee

TEPAP gives you insight to topics and strategies to set yourself apart from your competitors and is built to help you interact with some of the best operations in ag.

Masters Degree for AgBusiness in one to two weeks. Ben Buckley

No doubt, TEPAP will take any operation to a whole new level. Lee Schnaithman

Thank You

Dr. Mark Welch, Co-Director
jmwelch@tamu.edu
979.393.0891

Emmy Kiphen, Co-Director
emmykiphen@tamu.edu
979.393.0890

TEPAP

The Executive Program for Agricultural Producers

tepap.tamu.edu

