

**Wisconsin Family Business Forum
Annual Report**

July 1, 2004 - June 30, 2005

October 2005

Susan Schierstedt

Director

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Wisconsin Family Business Forum

(WFBF)

Annual Report to the Board

October 2005

Family businesses continue to be the backbone of the economy and the life-breath of our communities. Most family business owners live near their businesses and are invested not only in their businesses, but also in their employees and their communities. When a community, an educational institution, or a non-profit organization seeks funds, board members, or volunteers, family business owners are frequently among the first contacts because they are recognized for their value to the community.

The Wisconsin Family Business Forum is proud of its role in the health, education, and vitality of family businesses in northeast Wisconsin and by extension, in the health and vitality of the economy of the region. Over the past eight years, over 60 family businesses have benefited from membership in the Forum and approximately 500 annually receive information, assistance, or referrals through the Forum. The Forum has also become a source of information for owners in need of assistance and for those researching family business for articles in the *Wall Street Journal*, *Milwaukee Journal/Sentinel*, *The Business News*, and many regional publications.



Mission

The Forum's mission is *fostering healthy family businesses* through learning, sharing, and creating effective solutions regarding the critical issues and problems confronting family businesses.

Organization Profile

Partners

As of June 30, 2005, the Forum had thirty-nine (39) family business members, five (5) professional service sponsors, and two (2) associate sponsors.

Family Businesses

Accurate Alignment & Frame Service, Inc.	Appleton
Ahern-Gross, Inc.	Fond du Lac
Badger Mining Corporation, BMC LLC, and C/H LLC	Berlin¹
Bassett Mechanical	Kaukauna
Buechel Stone Corporation	Chilton
Carew Concrete & Supply Co., Inc.	Appleton
Faulks Brothers Construction, Inc.	Waupaca
Flex-Staff, Inc.	Appleton
Fond du Lac Bumper Exchange, Inc.	Fond du Lac
Ganther Construction, Inc.	Oshkosh
Hillcrest Partnership	De Pere
J.J. Keller & Associates, Inc.	Neenah
J.J. Plank Corporation	Neenah
JAG Outdoor Advertising, Inc.	Algoma
Kobussen Buses Ltd.	Kaukauna
Kolosso Toyota	Appleton



Retained Earnings Company



Lang Oil, Inc.
 Marion Body Works, Inc.
 Marion Plywood, Inc.
 Matthews Tire & Auto Services Inc.
 Meyer Services, Inc.
Midwest Merchandising, Inc.
 Miller Masonry & Concrete, Inc.
 Morton Drug Company
Natural Ovens Bakery, Inc.
Oshkosh Marine Supply Company, Inc.
Pinnow Sheet Metal, Inc.
RB Royal Industries, Inc.
 Rollmeister, Inc.
 Sadoff & Rudoy Industries, LLP
 Techni-Flex, Inc.
Trudell Trailers
U.S. Oil Company, Inc.
U.S. Paper Converters, Inc.
 Van Zeeland Manufacturing, Inc.
Vern's Cheese, Inc.
 Winsert, Inc.
XericWeb® Drying Systems
 Zander Press Inc.

Oshkosh
 Marion
 Marion
 Appleton
 Appleton
 Oshkosh
 Little Chute
 Neenah
 Manitowoc
Oshkosh
 Oshkosh
Fond du Lac
 Neenah
 Fond du Lac
 Appleton
De Pere
Combined Locks
Appleton
 Little Chute
 Chilton
 Marinette
 Neenah
 Brillion

Sponsors

First National Bank – Fox Valley
McCarty Curry Wydeven Peeters & Haak, LLP
Retained Earnings Company/MassMutual Financial Group
 Right Management Consultants, Inc.
Schenck Business Solutions
UW Oshkosh, College of Business Administration

Appleton, Menasha, Neenah, Oshkosh
Kaukauna
 Neenah
 Appleton³
Appleton, Fond du Lac, Oshkosh
Oshkosh

Associate Sponsors

Element | Creative
 The Business News

De Pere
 Green Bay

¹ Bold names are charter members/sponsors
² Italicized names indicate new this year.
³ Sponsor through December 31, 2004.

Board

The Board met for regular quarterly meetings plus an additional strategic planning meeting. In addition to its fiduciary responsibility, the Board recommended Bylaws changes to the membership, approved member and associate sponsor applications, and began focusing more strategically.

In July, faculty member Don Gudmundson led the Board in two strategy sessions. As a result, the Board identified some initiatives to be explored and developed for the next decade of operation and initiated a formal strategic planning process to be followed every two years with an annual review of the strategy between these sessions. The purpose of these initiatives is to review the original paradigm that the Forum would be a *community* of family businesses and family business professional organizations in which issues could be explored, and confidentially and forthrightly discussed with peers and family business professionals.

One of the initiatives focused on more clearly identifying the target family business profile, Forum size, geographic service area, and extent of outreach beyond the membership. Another initiative focused on defining new avenues of programming and services to increase the value of the Forum to its constituents. Other initiatives included defining a clear strategic planning process for the Forum, increasing participation, and increasing the ROI/value

for sponsors.

The Board and committees focused on these strategic issues during the year, receiving quarterly progress reports on each initiative's action plan.

2004–2005 Board

Badger Mining Corporation
College of Business Administration, UW Oshkosh
First National Bank – Fox Valley
J.J. Keller & Associates, Inc.
J.J. Plank Corporation
Kobussen Buses Ltd.
McCarty Curry Wydeven Peeters & Haak, LLP
RB Royal Industries, Inc.
Retained Earnings Co. /MassMutual Financial Group
Right Management Consultants
Schenck Business Solutions
Zander Press Inc.
College of Business Administration, UW Oshkosh
Wisconsin Family Business Forum

Tim Wuest
E. Alan Hartman
Bob Engels⁴
Marne Keller-Krikava
David Plank
Joe Kobussen
Jennifer Koepl⁴
James Neumann⁴
Craig Smith
Jodi Oleson⁵
Jim Stahl
Darcy Zander-Feinauer⁴
Burk Tower, Faculty Liaison⁶
Susan Schierstedt, Director^{4, 6}

⁴ Member of the Executive Committee

⁵ Through December 2004

⁶ Non-voting member

Program Committee

As a result of the strategic planning, the Program Committee was charged with the initiative focused on providing “*meaningful*” programming opportunities to meet member needs. As part of this charge, the Board directed the Committee to explore new types of delivery options (chat rooms, webinars, etc.) and new types of services to members (resume pool, internships, job shadowing, etc.) with the goal of adding one new delivery option and one new member service prior to July 1, 2007.

The Committee worked to insure value by having both members and sponsors on the Committee to develop programs, by surveying members to identify program needs, by using participant feedback to evaluate each program offered and making modification throughout the year, and by tracking program attendance, noting number of participants and number of participating organizations.

While “meaningful” was not defined by the Board, the Committee agreed that the following are critical elements of the definition: program content related to the family in family business, ample time for interaction with other family businesses, sponsor's belief that their sponsorship was money well spent, and member's belief that they are getting value for their membership.

2004-2005 Program Committee

Bassett Mechanical
Buechel Stone Corporation
First National Bank—Fox Valley
McCarty Curry Wydeven Peeters & Haak, LLP
Meyer Services, Inc.
Miller Masonry & Concrete, Inc.
Morton Drug Company
Retained Earnings Co. /MassMutual Financial Group
Right Management Consultants
Schenck Business Solutions
University of Wisconsin Oshkosh
Wisconsin Family Business Forum

Kim Bassett-Heitzmann
Matt Hall
Kathy Blumreich
Katie Blom
Dan Meyer
Kim Miller
Dave Morton
Deb Gostas
Kurt Johnson⁷
Robyn King
Burk Tower
Susan Schierstedt

⁷ Through December 2004

Strategic Initiatives:

Strategic Issue #1: Scope

Goal: More clearly identify who we will serve

Strategic Issue #2: Meaningful Offerings

Goal: Provide meaningful offerings and services

Strategic Issue #3: Strategic Management

Goal: Develop a strategic planning process

Strategic Issue #4: Culture Change

Goal: Increase level of member's participation, both quantitatively and qualitatively.

Strategic Issue #5: ROI/Value for Sponsors

Goal: Increase ROI/Value to Sponsors

The Forum held eight general programs during 2004-2005 year. See Appendix A for a complete listing.

One of the highlights of this year's programs was the November program, *A Tough Nut to Crack*, a family business play performed at the Fox Cities Performing Arts Center in Appleton. The play depicted a father-son relationship over several decades of working together in a retail store. Following the play, the members and sponsors in the audience had a lively and informative conversation about the generational communications.

This year's annual dinner speaker was Art Schmidt of U.S. Oil Co., Inc., one of the Forum's charter members. The one hundred ninety people helped recognize Burk Tower as a Forum *Fellow* in recognition of his contributions to the creation of the Forum and its continuing success.

Sixty-four people, including children of members and sponsors, participated in our summer picnic held at the Pavilion, Plamann Park in Appleton. The Forum provided the meats and condiments, the Program Committee members cooked and handled the setup and cleanup, and participants brought a side dish to share. The Pavilion was located immediately adjacent to a children's playground, volleyball area, and horseshoe pits providing a variety of opportunities for activities. Everyone enjoyed a beautiful day of networking, playing, and eating.

Program participants provide an evaluation of every program. The overall evaluation for the year's programs is provided in Appendix B.

Based upon the members' topic preferences, the Committee identified speakers, dates and sites, and developed the program calendar for the upcoming year, fiscal year 06 (FY06) (see Appendix C).

The six educational programs listed in Appendix A were supplemented with Successor and Best Practices sessions, which provided opportunities for small group focus on particular issues and related problem solving.

Following the September program by Dean Fowler, the Successors group focused on Fowler's *Seven Habits of Highly Successful Successors* for the year's meeting topics. During each session, the group explored one or two of the habits with the guidance of professionals. This introduced new family business professionals and resources to the group and provided considerable discussion. In addition to the topic presentations and discussions, the group continued to include open discussion time during which they raised personally relevant issues and worked on problem solving.

The members and sponsors made fewer requests for Best Practices sessions this year. However, the three sessions that were held attracted more attendees per session than in the past, averaging 23 attendees per session. The evaluations for these sessions indicated that attendees found the information both valuable and beneficial.

Combined participation for Forum programs and affinity groups experienced a 7% increase over FY04.

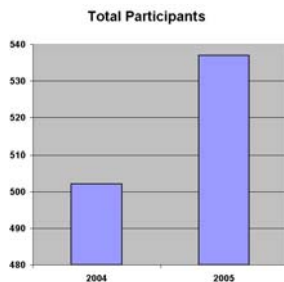
Appendix D lists the affinity group meetings and topics for the year.

Recruitment and Retention Committee

This Committee met seven (7) times during the year for regular meetings and a subgroup met an additional time to focus recruiting on the Fond du Lac market.

The Committee was charged by the Board with defining the Forum's target market, creating a framework for action, and developing a recruitment strategy that would encourage Forum members and sponsors to actively market the Forum.

The Committee determined that the Forum's target market remains unchanged: businesses having \$5 million in sales (or the potential of such), the family has controlling interest in the



business, multiple family members are/might be involved, and the owner intends to pass ownership on to the family. While this is understood to be the target market, it is not meant to exclude other interested family businesses which might not meet all of these criteria.

Regarding marketing strategies, the Committee decided to emphasize the *Each One Bring One* membership campaign and to develop a plan for intensive recruitment in a geographic area. The Fond du Lac area became the area of focus. To enhance these strategies, the Committee

- decided to recognize those who refer businesses that become members,
- recommended a \$5,000 marketing budget for FY06 to the Board, and
- recommended that the Board approve the elimination of the guest fee for all programs except the spring dinner. This recommendation indicated that multiple representatives may attend from one prospective business but that the business can only attend one program as the Forum’s guest. Subsequently, this recommendation was approved by the Board.

Due to the efforts of the Committee last year, Schenck Business Solutions was welcomed as a full sponsor on July 1, 2004, and began active participation immediately. Sponsor recruitment efforts continued with identification of potential professional areas that would be of value to the membership. Several businesses in the marketing/publications area were invited to consider sponsorship. One, Element | Creative, became an associate sponsor as a result. The Forum and Element | Creative developed an agreement through which Element | Creative provides marketing assistance to the Forum in lieu of a fee. As a first project, new advertisements (see Appendix E, bottom ad) were developed and placed in *The Business News*.

2004-2005 Recruitment & Retention Committee

- | | |
|--|---------------------------|
| First National Bank—Fox Valley | Will Deppiesse |
| McCarty Curry Wydeven Peeters & Haak LLP | Scott Barr |
| Retained Earnings Company/MassMutual Financial Group | Craig Smith |
| Right Management Consultants | Tom Wiltzius ⁸ |
| Schenck Business Solutions | John Prophet |
| College of Business UW Oshkosh | Burk Tower |
| Wisconsin Family Business Forum | Susan Schierstedt |

8 Through December 2004

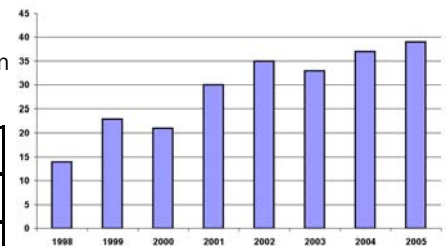
The Committee members, as sponsors, recognized that they may not be the right contact for many prospective family business owners. Therefore, family business owners were asked to assist with recruiting efforts. The following family business members agreed to act as resource people for this committee. They agreed to meet with prospective members, to attend Committee meetings when convenient, and to be available to help the committee’s recruiting efforts as requested.

- | | |
|--------------------------------------|-------------------|
| Bassett Mechanical | Bill Bassett |
| Ganther Construction | Ben Ganther |
| Fond du Lac Bumper Exchange | David Gneiser |
| JAG Outdoor Advertising | Jane Sweasy |
| Matthews Tire & Auto Service Centers | Trevor Rezner |
| Van Zeeland Manufacturing, Inc. | Robin Van Zeeland |
| Rollmeister, Inc. | Rick Waller |

The Forum experienced a net increase in membership during the year. The following seven (7) family businesses joined the Forum during 2004-2005:

Lang Oil, Inc.	Midwest Merchandising, Inc.
Natural Oven Bakery, Inc.	Pinnow Sheet Metal, Inc.
Trudell Trailers	Vern’s Cheese, Inc.
XericWeb® Drying Systems	

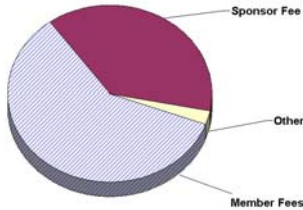
Membership Growth



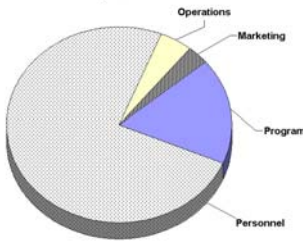
The following five (5) family businesses did not renew their memberships for 2004-2005. The reasons for non-renewal included change of business leadership, need to have an operational focus, and distance from Forum events.

H. G. Weber & Co., Inc.	Larry's Market
Natural Stone Veneers International	Phopar, Inc.
VerHalen Inc.	

Sources of Income



Expenses



Financial Report

Forum revenues are submitted to the UW Oshkosh Foundation, a 501(c)(3) entity. Revenues were generated from membership and sponsorship fees and occasional fees from a guest, a reciprocity registration, and additional dinner registrants over the member business limit of four (4) or the sponsor limit of eight (8). Forum expenditures are processed through the UW Oshkosh business office, part of the UW System. Via a quarterly transfer, the Forum pays the System for these expenditures from its Foundation account.

In October 2001, the Forum Board recommended a financial goal of building a one year's cash reserve. This year \$10,804.47 was added to the reserve bringing the balance to \$64,064.64, approximately 49% of the fiscal year 2006 (FY06) budget. See Appendix F for the year end report and FY06 budget.

Staff Reports

The Forum has three (3) staff positions: Faculty Liaison, Director, and Administrative Assistant.

Faculty Liaison (Burk Tower)



Burk Tower

As part of the Faculty Liaison's role of program initiation and development, research, and development of professional relationships for the Forum, Burk Tower was involved in the following family business activities during the year.

- Presented a paper with Al Hartman (written and developed along with Don Gudmundson and Sue Schierstedt) entitled "Do Family Meetings Really Matter? Their Relationship to Planning and Performance Outcomes" at the January 2005 annual meeting of the United States Association of Small Business and Entrepreneurship (USASBE).
- Along with Al Hartman, Don Gudmundson, and Sue Schierstedt, developed and wrote a paper entitled "Toward a Model of Family Business Governance" for submission for presentation at the 2006 USASBE meeting.
- Completed for the College of Business Administration a project on Family Business Education. The project involved a survey of the interest and involvement in family businesses of UW Oshkosh Business education students, a gathering of family business education materials from other universities around the country, and the development of outlines for possible credit and non-credit family business courses at UW Oshkosh.
- As always, participated as a member of virtually all Forum standing committees, facilitator and prospective member host for all programs requiring such roles, and worked on a daily basis with Sue Schierstedt, Ann Stein and Mary Weddig in general Forum administration.

- Named the second “Wisconsin Family Business Forum Fellow” in recognition of contribution to the Forum since its inception.

Director (Susan Schierstedt)

I find it a delight to be a part of the Wisconsin Family Business Forum. At least once a year, as part of my role, I meet with each of our members and sponsors to explore their needs, how they intend to participate in the Forum, and how the Forum can better serve them. During the course of these meetings, I have come to know that the businesses that participate in the Forum are led by generous families that strive to improve their family businesses through continuous learning and by being proactive through networking with other family businesses and family business professionals. I am truly blessed to be able to work with each and every one of our partners and am privileged to be a part of this Forum family.

Responses to family business and sponsor questions and requests have become an increasingly more utilized service of the Forum. This year, we responded to requests for a facilitator for a family business planning meeting, a salary analysis for a member’s new position, a description of tools available through the Forum for succession, information about how to organize a Board and select outside directors, a summary of member policies regarding entry of family members into employment in the family business, assistance in doing a compensation analysis for a new position, identification of students to work on a member’s projects, a discussion of plant safety, ideas for family business Christmas parties, assistance from members regarding formulation of a strategic plan for advertising, help for a family business owner who wanted to package his business for sale, information regarding the average income for a high school graduate compared to a college graduate, and identification of a family business center for a members’ friends around the country. Furthermore, I helped writers identify families who were willing to provide information for their articles in local and national publications. Approaching the Forum for guidance and assistance on a wide variety of issues is but one way members and sponsors use the Forum as their family business resource.

As administrator of the electronic mailing list, *familyforum*, I was pleased to see an increase in the use of the system by both members and sponsors. The exchange of information has been valuable to both those who have posted the original request and those who have been involved in the dialogue.

In some ways this was a difficult year as one of our valued team members, Ann Stein, announced her retirement. Ann, the consummate professional, provided us with considerable notice so that we could refine procedures and work through the UW System’s hiring process to hire her successor. Throughout the four plus years that Ann was part of the Forum family, she contributed her experiences as a mental health professional and as a business owner to the growth and success of the Forum and the team. At the Forum’s annual dinner in May, the Forum recognized Ann for her contribution to the Forum and wished her well in her retirement.

After three months of searching for Ann’s successor, Mary Weddig joined our team on May 3rd. Mary came to us from retirement after many years at the headquarters of Budget Car Rental in Chicago. Thanks to the generosity of Dean Al Hartman, who put Ann in his budget for the month of May, Ann was able to cross-over with Mary and provide assistance in helping her get on board quickly. This was a wonderful benefit for the Forum and for Mary. We are grateful to the Dean and to Ann for this assistance and are pleased to welcome Mary to the Forum team.

We moved the Forum further into the electronic age this year. A “members only” section was added to the web site. This section is password protected and allows members access to contact names, direct access phone numbers, and e-mail addresses for Forum member and sponsor participants. This section also contains a copy of the Bylaws, a list of Board and committee members, meeting schedules, and the listing of Forum library materials. We also began the use of electronic registration for programs. This registration process was readily adopted by a large majority of the members and sponsors.

Family business research continues to be a focus of the College of Business. As co-author



Sue Schierstedt



Ann Stein



Mary Weddig

with Professors Don Gudmundson, Al Hartman and Burk Tower, we developed and wrote another research paper, *Do Family Meetings Really Matter? Their Relationship to Planning and Performance Outcomes*. This paper was selected through a blind, competitive review process for presentation in January 2005 at the United States Association of Small Business and Entrepreneurs (USASBE) conference.

Along with Dale Feinauer and Dean Hartman, I helped research and develop a framework for a Center for Family Business Teaching, Research, and Service to be housed in the College of Business. This entity will offer family business credit courses, do family business research, write family business papers, and work alongside the Forum, augmenting its resources and services.

I was also honored this year to become Secretary of the USASBE Board of Directors. This organization has provided valuable contacts that have benefited me and the Forum's programming and planning for several years.

Challenges for the Future

After eight years, the Forum is out of the start up stage and at a new transition point. The maturation process has brought new challenges that we must address and which the Board is striving to understand and manage.

With the growth of membership, we have experienced much greater diversity of members and, therefore, member interests and needs. This challenges us to find ways to provide family business basics for the newer members and fresh, challenging information for the long time members.

With the increase in membership, the richness of the members' and sponsors' knowledge and experience has added to the depth and breadth of the Forum's resources. But, as yet, we haven't fully tapped into the resources for the benefit of the membership.

As was expected with increased membership, program attendance increased. Participant feedback indicates that members were getting value from the programs. However, feedback also told us that the intimacy of the smaller Forum was missed, making members less willing to discuss their intimate issues in the large group. This reticence to discuss intimate issues was even evident in the Successors group which gained new members. Although the Successors group has gladly welcomed new members, the intimacy of the discussions has changed. These trends suggest that we must find new avenues for providing an intimacy that permits and encourages confidential conversations and problem solving while continuing to expand the number of businesses served.

Use of electronic delivery mechanisms, the addition of more affinity groups, the use of a wider geographic range of program sites have been some of the ideas generated as we strive to give more family businesses the benefit of Forum participation. All of these ideas come with a cost.

The Forum has been fortunate to have stability of leadership as the Dean, Director, and Faculty Liaison positions have been occupied by Al Hartman, Susan Schierstedt, and Burk Tower, respectively, since the Forum's beginning in the fall of 1996. However, to be true to the Director's own mantra, *succession is a process—not an event*, the Forum recognizes that to ensure the Forum's successful continuation into the next decade, it must do succession planning.

During FY06 the Board will work to understand what the Forum must do in the next few years to respond to these challenges. Several years ago, the Board recognized that as the Forum approached forty (40) members, it would be necessary to consider restructuring to better meet the needs of a larger, more diverse membership. The Forum is at that threshold of membership now. Through focus groups during the beginning of next year, the Board will gather information from members, sponsors, and prospective family business members that will be used in its February 2006 strategic planning workshop to help model the next generation of the Forum. As we plan for the Forum's second decade, we are extremely optimistic about the Forum's ability to successfully meet these challenges.

Appendixes

Appendix A: 2004-2005 Programs

Program Calendar
July, 2004 – June, 2005

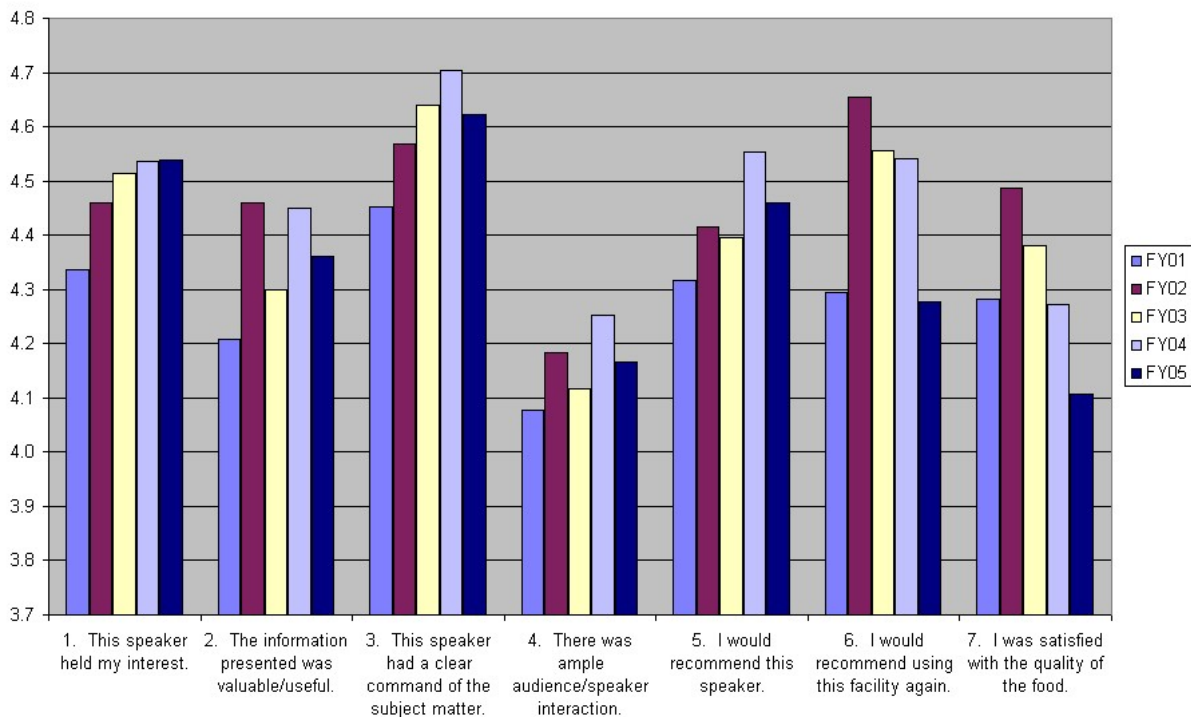
2004			
August 26 8:00 - noon	Facilitation Training	<i>Dale Feinauer</i> College of Business	Reeve Memorial Union UW Oshkosh
September 16 7AM-Noon	Seven Habits of Highly Successful Successors	<i>Dean Fowler</i> Dean Fowler Associates	Tornado's Appleton
November 3 3PM-6PM	A Tough Nut To Crack	<i>Ira Bryck</i> University of Massachusetts Family Business Center	Fox Cities Performing Arts Center
December 8 3PM-6PM	Team Building for Family Business Leaders	<i>Tom Wiltzius & Kurt Johnson</i> Right Management Consultants	Tornado's Appleton
2005			
January 20 7AM-12Noon	Family Business Incentive Compensation: Design and Management	<i>Al Hartman & Dale Feinauer</i> College of Business UW Oshkosh	Butte des Morts Country Club Appleton
March 8 1PM-5PM	Developing Effective and Responsible Family Shareholders	<i>Drew Mendoza</i> , Family Business Consulting Group	Butte des Morts Country Club Appleton
May 2 5:30PM-9PM	9th Annual Dinner	<i>Art Schmidt</i> U. S. Oil Corporation	Tornado's Appleton
June 29	Summer Picnic	<i>Program Committee</i>	Plamann Park Appleton

Appendix B: Program Evaluation Summary for 2004-2005

The program evaluation has a 5 point scale for each item. In addition it has space for comments and suggestions for future programs.

Item	Average Rating	Best Rating	Lowest Rating
This speaker held my interest.	4.5	4.8	3.9
The information presented was valuable/useful.	4.4	4.6	3.9
This speaker had a clear command of the subject matter.	4.6	4.9	4.3
There was ample audience/speaker interaction	4.2	4.6	3.3
I would recommend this speaker	4.5	4.8	3.9
I would recommend using this facility again	4.3	4.9	3.1
I was satisfied with the quality of the food	4.1	4.8	3.0

Program Evaluation Comparison



Appendix C: 2005-2006 Programs

***Program Calendar
July, 2005 – June, 2006***

2005			
September 15 2PM–5PM	The Keys to Understanding Succession Planning	Robyn King, Mickey Noone, John Russo, Craig Smith Forum Sponsors	Bridgewood Resort Hotel Neenah
October 25 3PM–6PM	Hiring & Managing Non-Family Executives	Matt Hall (Buechel Stone Corp.), Tom Schmidt (U.S. Oil Co., Inc), Tim Wuest (Badger Mining Corp.), Phil Florek (College of Business)	Butte des Morts Country Club Appleton
December 14 8AM–NOON	Family Business Essentials: Helping Kids Make Sense of Growing Up in a Family Business	Dr. Cindy Iannarelli Business Cents Resources	Butte des Morts Country Club Appleton
2006			
January 26 1PM–5PM	Family Business Governance	Sarah Schmidt U.S. Oil Co., Inc.	Bridgewood Resort Hotel Neenah
March 22 8AM–NOON	Is Mr. or Mrs. Perfect Good Enough? Leadership and Career Development in Family Business	Amy Schuman Family Business Consulting Group	Butte des Morts Country Club Appleton
May	10th Annual Dinner: A Family's Heritage		Bridgewood Resort Hotel Neenah

Appendix D: Affinity Group Meetings

Best Practices Group

Best Practices meetings were scheduled for the express purpose of addressing bottom-line issues, learning about management trends, considering the development of resource sharing, and exploring effective ways to integrate best business practices with the benefits of family ownership. The meetings focused on topics requested by members and/or sponsors. The group composition varied depending on the relevance of the specific topic. The meetings were held from 11 am – 1 pm and included lunch which was provided by the meeting host.

Date	Location	Host	Topic
Oct 27, 2004	Navigating with a Purpose Berlin	Badger Mining Corporation	<i>Change Your Thoughts to Create Your World</i> Lori Phillippi
Feb 4, 2005	J. J. Keller & Associates Neenah	J.J. Keller & Associates	<i>Work Place Injuries</i> Rustin Keller
May 25, 2005	Butte des Morts Country Club Appleton	Schenck Business Solutions	<i>Common Sense Strategies for Reducing your Exposure to Fraud Within Your Organization</i> Steve Predayna, John Wisniewski, & Mandy Soland


Successors Group

Next generation leaders of member businesses met to discuss relevant topics, learn about each other's businesses, address specific concerns, and refine leadership skills. Meetings included a topic presentation, discussion, and problem solving. Business site tours were frequently included. These meetings were held from 1 pm – 4 pm. The group had a core of members who attended regularly. A few attended less frequently depending on their schedules.

Date	Topic	Facilitator/Location
Sep 28, 2004	Self-assessment of leadership skills	Susan Schierstedt, WFBF Reeve Union, UW Oshkosh
Nov 16	Establish adult independence & reshape family communication (Habits 1 & 2)	Shipra Seefeldt, Strategic Solutions Consulting, LLC Meyer Services
Dec 8	Holiday Social	Tornado's
Jan 25	Develop competency & clarify boundaries (Habits 3 & 5)	Dale Feinauer, College of Business Techni-Flex
Feb 22	Discussion of habits, teambuilding concepts & own issues	Jane Sweasy, JAG Outdoor Advertising Mackinaw's, Green Bay
Mar 22	Design strategy (Habit 4)	Sarah Schmidt, U.S. Oil Co., Inc. Bassett Mechanical
Apr 26	Buy Out and Transition of Responsibilities	Jim Simpson Marion Body Works
May 24	Coordinate liquidity strategies & take financial risk (Habits 6 & 7)	Laurene Brooks, Legacy Private Trust Co. & Dan Thome, Edgemoor Partners J. J. Keller & Associates

Appendix E: Publicity⁹

“... the Forum is one of the best...”



Dan and Joe Kobussen







“You look at all the associations you belong to and pick the ones that you get the most out of. The Forum is one of the best.”


Joe Kobussen, Kobussen Buses Ltd.
President, 3rd generation

Our next forum:
Incentive Compensation
January 20, 2005

Northeast Wisconsin's Family Business Resource

Sponsored by:




**WISCONSIN
FAMILY
BUSINESS
FORUM**

Associate Sponsor:
THE BUSINESS NEWS


For information about membership or program attendance, contact Sue Schierstedt
(920) 424-2257 | schierstedt@uwosh.edu | <http://www.uwosh.edu/wfbf/>

Experts.



Relevant Information.
Where family owned businesses can share
information that isn't available elsewhere.






The Keys To Understanding Succession Planning / Sept. 15, 2005 2 pm - 5 pm / Bridgewood Resort Hotel, Neenah





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⁹ These are examples of the twelve ads placed in *The Business News*.



A Tough Nut to Crack



An “edu-tainment” – one-act play depicting the true story of a father/son relationship in a retail business.

November 3, 2004

3:00 PM – 6:00 PM

Play followed by reception



*Fox Cities Performing Arts Center
Appleton, Wisconsin*

Wisconsin Family Business Forum



Reservations required: Phone: 920-424-1541
Fax: 920-424-7413
Email: steina@uwosh.edu

Sponsored by:



Powers & Sons Co.
Manufactured Period Group

THE BUSINESS NEWS

¹⁰ This is an example of the program publicity distributed to members and sponsors for each program.

Appendix F: Financial Reports

Yearend Report

Wisconsin Family Business Forum

Financial Report 2004-2005

As of June 30, 2005

Accrual Basis

	<u>Year End FY05</u>
Income	<u>As of 6/30/05</u>
Member Fees	74,305.98
Sponsor Fee	47,500.00
Other	<u>3,025.00</u>
Total Income	\$ 124,830.98
Expenses	
Program	19,974.19
Personnel	85,323.14
Operations	5,105.92
Marketing	<u>3,623.26</u>
Total Expenses	\$ 114,026.51
Net Position	<u><u>\$ 10,804.47</u></u>

Appendix F: Financial Reports (cont.)

Budget 2005-2006 (FY 06)

Wisconsin Family Business Forum

**Budget FY 2006
(July 1, 05 - June 30, 06)**

Income	
Memberships	86,000.00
Sponsors	45,000.00
Other Income	1,000.00
Total Income	<u>\$132,000.00</u>
Expenses	
Program	26,140.00
Personnel	90,737.03
Operating Expenses	8,500.00
Marketing Expenses	5,000.00
Total Expenses	<u>130,377.03</u>
Net Position	<u><u>\$ 1,622.97</u></u>

Appendix G: Forum Staff & Offices

Director:

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¹¹ Through May 31, 2005
¹² As of May 3, 2005