



# EAGL

## EXECUTIVE ACADEMY FOR GROWTH & LEADERSHIP

**WHEN IT'S TIME...**  
to work **ON** your business,  
not **IN** the business.

**WHEN YOU NEED...**  
to develop a framework for a  
robust and organic strategic plan.

**WHEN YOU'RE READY...**  
to expand your network and  
develop more resilient relationships.

**WHEN YOU KNOW...**  
you need better metrics to guide  
your decisions.

**... THEN YOU'RE READY TO  
BECOME AN EAGL.**

**APPLY TO JOIN THE EAGL NU COHORT,  
STARTING IN JUNE 2024. COMPLETE YOUR  
APPLICATION ONLINE AT: [www.eaglnetwork.com](http://www.eaglnetwork.com)**

JOIN A  
POWERFUL  
COMMUNITY:  
**80+**  
BUSINESSES  
STRONG



Kappa Cohort flying high  
at the Pike Place Market



Theta cohort with their 'sharks'  
in La Jolla



Lambda cohort in San Antonio



Gamma cohort graduation



Zeta Cohort Kickoff

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## ABOUT THE EAGL PROGRAM

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When you're ready to position your business for success into the next decade – regardless of external pressures and economic uncertainty – it's time to shift your perspective, roll up your sleeves and take your business to the next level.

Now in its TWELFTH year, EAGL is an executive 'mini-MBA' curriculum tailored to the nursery and greenhouse industry, led by Dr. Charlie Hall at Texas A&M University\*. This University-recognized certificate program has been designed with the challenges of contemporary wholesale growing businesses in mind. For nine months, you will focus and collaborate with like-minded contemporaries to put world-class research and educational resources to work improving your company's competitive position and profitability.

EAGL is a practical curriculum, with highly interactive and personalized adult learning principles in mind. Each class has a maximum size of 10 executives, and meets four times in a year (in person), supplemented with significant webinar and assigned preparation coursework (and Zoom meetings as needed!). Throughout the year, the group becomes a peer support network – we do not accept two competitors into the same year's program to enable candor and sharing.

EAGLs also have 1:1 progress reviews with the facilitators as each participant builds and revises their own strategic plans, marketing plans and financial frameworks. Guests from your company are welcome to join you for the marketing & finance modules to facilitate transmission of principles and building effective outcomes for your company.

\*EAGL graduates receive a Certificate in Applied Horticultural Business Management from Texas A&M University.



During each module, we are pleased to welcome additional guest faculty members with specific areas of expertise who provide insight from both inside and outside the commercial horticulture industry.



The program is certified by Texas A&M University and administered by MonkeyBar Management, with collaboration & insights from StandPoint.



COVID restrictions led to a 'safer but colder' outdoor graduation for Iota Cohort



Kappa Cohort gets hands on with Chef Molly

## CURRICULUM



### STRATEGY MODULE

- Envisioning the future
- Leading with your strengths
- Measures of strategic performance
- Evaluating and choosing among competing strategic options
- Creating value
- Use of the balanced scorecard in measuring performance
- Analyzing the external strategic environment
- Analyzing the firm's strategic resources: strengths and weaknesses, tangible and intangible resources, core competencies, brand promises and value propositions, and supply chain management
- Company Values, Purpose and Envisioned Future
- Developing a competitive advantage
- Value chain analysis
- Value disciplines such as product leadership, operational excellence, customer intimacy
- Growth strategies
- Learning and applying the one-page strategic planning tool



### FINANCE MODULE

- Improving Profitability
- Forecasting and Budgeting:
- Economic Indicators Dashboard
- Working Capital
- The Strategic Profit Model
- Free Cash Flow
- Costing Methods: Activity Based Costing and Equivalent Units Analysis
- Nursery and Greenhouse financial insights and benchmarks
- Key Performance Indicators (Critical #s) and Dashboards
- CapEX Expenditures
- SKU Management
- Customer Profitability Analysis
- Your MarketMetrics Onboarding



### MARKETING MODULE

- Understanding marketing management
- Mastering core marketing concepts: customer needs, target markets, positioning, and segmentation
- Understanding your company's orientation toward the market: production, product, selling, marketing, or holistic
- Target customers: driving value and customer satisfaction
- How to conduct a marketing situational analysis
- Analyzing current marketing mix
- Sales channel, consumer, retailer, and landscaper buying trends
- Building a marketing plan



### CAPSTONE MODULE

- Change Management
- Leading Your Team Forward
- SMART Commitments
- Capstone Presentations: "The Shark Tank"
- Driving Value: Wealth Management and Succession Planning
- Graduation Ceremony



EAGL Tuition includes onboarding into the **Your MarketMetrics benchmarking platform for Growers**, a national online visual dashboarding platform that enables nursery and greenhouse businesses to anonymously compare their performance to that of their peers using the Strategic Profit Model, concepts that are taught and reinforced by the EAGL curriculum.



Eta cohort soaring above the Mississippi River during the Strategy Module



Beta cohort during Marketing module

## FACULTY



**Dr. Charlie Hall**, EAGL's chief curriculum officer and lead strategy and finance faculty member, grew up on a nursery in Western North Carolina. An economist by training, he is currently a Professor in the Department of Horticultural Sciences at the Texas A&M University and also holder of the Ellison Chair in International Floriculture. His major areas of specialization include innovative management and marketing strategies, financial analysis and benchmarking, and the situation/outlook for nursery and greenhouse crops. He is particularly known for the enthusiasm, passion, and intensity he exhibits when speaking. Dr. Hall is an Honorary Lifetime Member of both the Texas and Tennessee Nursery and Landscape Associations, and is a past president of America in Bloom.



**Kip Creel**, EAGL's primary marketing faculty member, is the president and founder of StandPoint and has chief responsibility for business development, methodology and the firm's strategic planning practice. StandPoint's client base includes work with a number of significant consumer products brands including Kimberly Clark, Delta Airlines, S.C. Johnson, Scotts Miracle-Gro and many others. Kip is the foremost researcher with experience in the lawn & garden industry. He holds a bachelor's of arts in organizational behavior and statistics and a master of business administration in marketing, both from the University of Florida.



**Kellee O'Reilly** is the EAGL program's chief experience officer. Her company, MonkeyBar Management serves as the primary logistical point of contact for the EAGL delegates. Kellee also serves as a contributing EAGL faculty member in the areas of Leadership, Change Management, and the GALLUP® CliftonStrengths program. MonkeyBar Management is a change management consulting firm that helps clients get from where they are to where they want to be, through innovative consulting and educational program development. She has more than 20 years of connection to the commercial horticulture and agriculture industries. Kellee also facilitates/ advises a series of peer groups for garden retailers and is the co-founder of the Your MarketMetrics program.



**Corey Bordine** has served as one of EAGL's supporting finance faculty members since 2015, and he is passionate about helping businesses make meaningful change. He worked for The Coca-Cola Company for six years in sales for the Fountain division, and then for his family's greenhouse and retail business, Bordine's (MI). He is well versed in operational financial management, business planning and forecasting, generational planning, conflict resolution, brand management, economic analysis and the day-to-day operations of running a multi-site business. Corey holds a B.A. in Marketing from Michigan State University and a Masters of Business Administration (emphasis in Operations Management) from the University of Minnesota, and is a GALLUP® CliftonStrengths certified coach.



## NU COHORT PROGRAM SCHEDULE — 2024 / 2025

MODULE	LOCATION	DATES
Kickoff & Pre-Strategy	WEBINAR	Thursday May 30 2024
Strategy Module	Minneapolis, MN	Tuesday June 25 - Thursday June 27, 2024
Post-Strategy / Pre-Marketing	WEBINAR	TBD
Marketing	Atlanta, GA	Wednesday September 4 - Friday September 6, 2024
Post-Marketing / Pre-Finance	WEBINAR	TBD
Finance	Seattle, WA	Wednesday November 13 - Friday November 15, 2024
Post-Finance / Pre-Capstone	WEBINAR	TBD
Capstone & Graduation	TBD	Wednesday February 5 - Friday February 7, 2025

In-person modules *generally* begin at 1:00 pm on day 1, and conclude by noon on day 3. Your hotel and airport transportation bookings will be facilitated for you by MonkeyBar Management staff.



Lambdas sharpening business AND golf skills



EAGL Explorations 2015: Germany & Netherlands

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## TUITION INVESTMENT

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**Your \$32,995 comprehensive tuition investment includes the following:**

- All educational materials, 4 webinars and 4 in-person meetings
- 2-3 nights' hotel stay at each in person module
- Transportation to/from airport (or your valet parking included) at each in person module
- Breakfast, lunch, dinner, all snacks & beverages during our in-person modules
- Access to the group's online resource & discussion home at [EAGLNetwork.com](http://EAGLNetwork.com), as well as electronic copies of all curriculum materials for easy sharing within your enterprise
- Access to online Harvard Business Review interactive simulations
- 1:1 consultations with faculty members to build strategic, marketing and financial plans
- Framed certification from Texas A&M University upon program completion
- A personalized CliftonStrengths Assessment
- Access to a comprehensive online resource library of downloadable and video materials.
- Customized company performance comparison dashboard on Your MarketMetrics.

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The initial deposit of \$17,245 will be due upon approval of the application via check (made out to MonkeyBar Management, administrative agent for the program) or ACH / credit card (an invoice will be sent via email for secure online payment).

9 monthly installments of \$1750 will be due beginning June 1, 2024, then on the first of each month thereafter, with final payment due February 1, 2025.

Approved guests (up to 2 per company) will have the option of joining the Marketing and Finance modules. Separate applications will be required for those participants. Guest tuition fees per-module are \$2500 (separate room) or \$1750 (in a shared room) and all of the above meeting benefits, including access to the EAGL Network community home for each module.

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## OUR EAGL ALUMNI NETWORK

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Becoming an EAGL is becoming a part of an elite community network. We are immensely proud that EAGLs are scattered throughout the US, talented industry leaders representing virtually every segment of professional commercial horticulture: trees, shrubs, greenhouse production, breeding/licensing, distribution, young plants, perennials, native plants, grasses, and much more!

### **M Mu Cohort (graduates 2/2024)**

Tony Barcelo	HydraPoint (CA)
William Borchartt	Natural Beauty (WI)
Mike Byland	Byland's Nursery (BC)
Carl Hesselein	Pleasant Run Nursery (NJ)
Alla Kureninova	Natural Beauty (SD)
Vladimir Lomen	John Holmlund Nursery (OR)
Steve Taber	Southwest Wholesale Nursery (TX)

### **Λ Lambda Cohort (2023)**

Joseph Davenport	GreenForest Nursery (MS)
Mike Feeney	Feeney's Wholesale Nursery (PA)
Jordan Flemer	Ingleside Nurseries (VA)
Jimmy Klepac	Klepac Greenhouses (TX)
Eric Nordlie	Bachmans (MN)
Jake Pierson	Pierson Nurseries (ME)
Tonya Schoenfuss	Alta Nursery (CA)
Tom Watson	The Perennial Farm (MD)
Matt Wolff	Baxter Wholesale Nurseries (ID)

### **K Kappa Cohort (2022)**

Kim Lovelace-Hainsfurther	Forrest Keeling Nursery (MO)
Chris McCorkle	McCorkle Nurseries (GA)
Mike Miller	Decker's Nursery (OH)
Lyndsi Oestmann	Loma Vista Nursery (KS)
Jeff Olsen	Brookdale Treeland Nursery (ONT)
Chris Robinson	Robinson Nursery (OR)
Phil Statile	L.P. Statile Inc. (NJ)
Chris Uhland	Harmony Hill Nursery (PA)

### **I Iota Cohort (2021)**

Andy Aiken	Grower Direct Farms (CT)
Karin Walters	Walters Gardens (MI)
Ryan Hop	Walters Gardens (MI)
Alan Jones	Manor View Farms (MD)
Farai Madziva	Kitayama Brothers Farms (CA)
Bob Blew	Centerton Nursery (NJ)
Becky Thomas	Spring Grove Nursery (IL)

### **Θ Theta Cohort (2020)**

Mark van Hoef	Oregon Pride Nurseries (OR)
Joseph Roberts IX	ForemostCo (FL)
Ed Tankard	Tankard Nurseries (VA)
Dana Massey	Plantworks Nursery (NC)
W. Scott Epps	Plantworks Nursery (NC)
Steve Bennett	Riverbend Nurseries (TN)
Richard May	May Nursery (FL)
Travis Gill	Matsudas Nursery (CA)

### **H Eta Cohort (2019)**

Charlie Allen	GreenBiz Nursery (NC)
Sam Barkley	J. Frank Schmidt & Son (OR)
Evan Jones	Spring Creek Growers (TX)
Lauren Kirchner	Spring Creek Growers (TX)
Courtenay Koontz	Trees of Corrales (NM)
Steve Knezick	Pinelands Nursery (NJ)
Ryan Overdevest	Overdevest Nurseries (NJ)
Robert Saunders	Saunders Bros. Inc (VA)
Jack Sellev	Prides Corner Farms (CT)

### **Z Zeta Cohort (2018)**

David Hoffman	Hoffman Nursery (NC)
Brandon Olson	Olson's Greenhouse (CO)
Emily Showalter	Premier Plant Solutions (OH)
Thad Beshears	Simpson Nursery (FL)
Chad Corso	Corso's Perennials (OH)
Shane Brockshus	Bailey Nurseries (OR)
Derek Clark	South Central Growers (TN)

### **E Epsilon Cohort (2017)**

Chad Olson	Olson's Greenhouse (UT)
Steve Sloan	ColorPoint (KY)
Richard Hesselein	Pleasant Run Nursery (NJ)
Daryl Kobesky	Sunset Farmstead (NJ)
Tommy Dudley	R.A. Dudley Nursery (GA)
Bill Jones	Carolina Native Nursery (NC)
Tom Knezick	Pinelands Nursery (NJ)
Bradd Yoder	Star Roses & Plants (PA)
Bart Olson	Olson's Greenhouse (UT)

### **Γ Gamma Cohort (2016)**

Dan Nelson	Hans Nelson & Son (OR)
Jon Reelhorn	Belmont Nursery (CA)
Jonathan Berry	J. Berry Nursery (TX)
Andy McNitt	McNitt Growers (IL)
Jill Hoffman	Hoffman Nursery (NC)

### **B Beta Cohort (2015)**

Gordy Webster	J. Frank Schmidt & Son Co. (OR)
Scott Lueder	Natural Beauty Growers (WI)
Steve Castorani	North Creek Nurseries, Inc.(PA)
Bill Studebaker	Studebaker Nurseries, Inc. (OH)
Eric Smith	Smith Gardens (WA)

### **A Alpha Cohort (2014)**

Kevin Norris	Landmark Nurseries (TX)
Ed Overdevest	Overdevest Nurseries (NJ)
Dan Batson	GreenForest Nursery (MS)
Tom Demaline	Willoway Nurseries (OH)
Mark Sellev	Prides Corner Farms (CT)
Bryan Abramowski	Rockwell Farms (NC)
Jason Roseman	Rockwell Farms (NC)
Kelly Lewis	Ruppert Nurseries (MD)
Randy Gilde	Delray Plants (FL)

EAGL alumni are boldly creating the future of commercial horticulture. Now's the time to invest in your future: **LET'S FLY**



# EAGL

**EXECUTIVE ACADEMY  
FOR GROWTH & LEADERSHIP**

THE EAGL NU COHORT,  
STARTING IN JUNE 2024.

A COLLABORATION BETWEEN:



COMPLETE YOUR APPLICATION ONLINE  
AT: [www.eaglnetwork.com](http://www.eaglnetwork.com)

## POST-GRADUATION: THE NETWORK CONTINUES



### ALUMNI HUB

#### EAGLNETWORK.COM

Back in the daily operations of your business, you'll still have EAGL wisdom and resources at your fingertips. The online Alumni Hub features a video content library, downloadable articles and readings shared by faculty members, special guest speakers on topics of importance, quarterly economic updates, and a discussion forum to connect you to the full spectrum of industry leaders within the EAGL Network — more than 100 professionals strong!



#### ONLINE BENCHMARKING

Companies will begin the key performance indicators benchmarking process during the Finance module, and can maintain participation in this national benchmarking program after graduation at preferred EAGL rates.



#### DELTA TRACK

CHANGE IS CONSTANT. ADAPTING IS OPTIONAL.

#### DELTA TRACK

$\Delta$  is a universal symbol for change. You'll see in our class naming structure we skipped the greek letter Delta, reserving that name as the title of our alumni gatherings when we come back together to review progress, welcome new graduates, connect and reconnect, and TRACK THE CHANGES on the horizon that will affect all of our businesses.



### EAGL EXPLORATIONS TOUR SERIES

#### EAGL EXPLORATIONS

Periodically, we host an international EAGL EXPLORATIONS program, taking alumni (and a few invited guests) to interesting places in the world to study advances and business approaches to commercial horticulture outside the US.