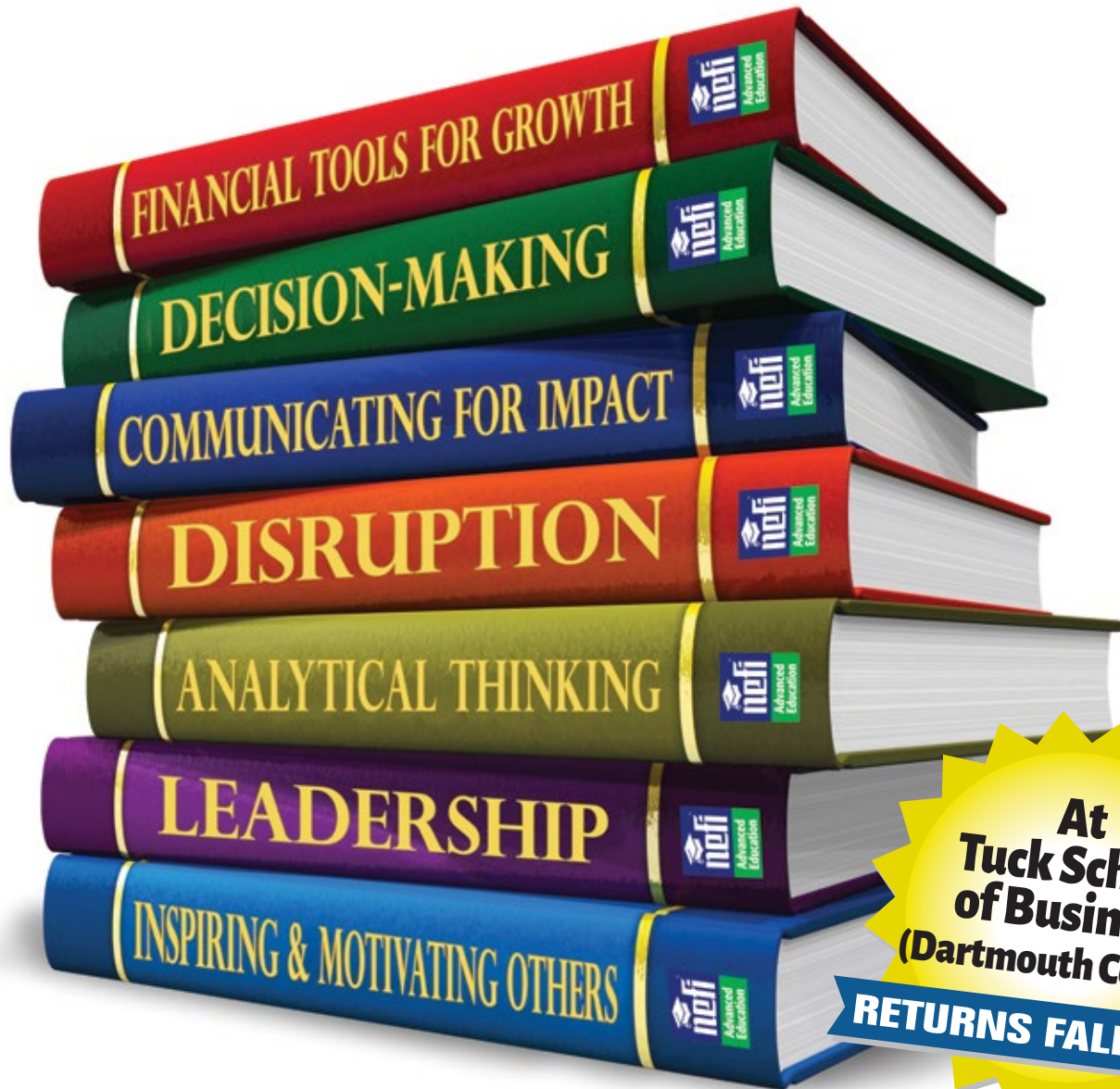


We Rewrote the Book on Energy Professional Education.

The NEFI Energy Leaders program ensures that energy professionals have the business and leadership skills they need to create and execute strategy to positively impact their organizations.



**At
Tuck School
of Business
(Dartmouth College)**

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About the Program

The NEFI Energy Leaders program emphasizes strategy, innovation, and leadership skills to help drive breakout performance in our industry. Offered to energy professionals exclusively through NEFI, this course provides a robust learning framework for participants to refine leadership style and develop their ability to communicate and implement new business strategies.



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The Tuck School of Business at Dartmouth College, in partnership with NEFI, presents this intensive, one-week executive education program taught by Tuck professors and specially designed for members of the energy industry. This program is designed to help energy professionals succeed by offering insights into the following areas:

- **Strategy**—Sharpen your approach to decision-making and growth
- **Innovation**—Learn about unique solutions and diversification opportunities
- **Disruption**—Explore upcoming changes to the deliverable energy business
- **Finance**—Discover the financial tools you need for growth, including private equity
- **Leadership**—Develop an action plan to manage team dynamics and performance

NEFI Energy Leaders Program Declared an Overwhelming Success

Business leaders emerge from weeklong Dartmouth College program reinvigorated and ready for opportunities in new energy-economy



NEFI held its Energy Leaders Program March 31-April 5 at the Revers Center for Energy, part of the Tuck School of Business at Dartmouth College. Led by Tuck faculty, this weeklong educational program drew energy business leaders from across the Northeast and beyond for a series of intensive and insightful courses and seminars.

Topics of study covered a range of issues critical to success in tomorrow's energy-economy, including corporate reputation, brand management, innovation strategy, new-energy mergers and acquisitions, industry disruption, the role of private equity in industry transformation, and more. The Tuck faculty members who led these courses and seminars were Sydney Finkelstein, Steven Roth, Paul A. Argenti, David T. McLaughlin and Alva H. Taylor. "Over the last year, Tuck engaged in a deep study of our industry, confirming that we face serious challenges and are going to need to make significant changes to survive and flourish in the coming years," said Peter Aziz, founding partner at BantamWesson in Waterbury, Connecticut. "But they also affirmed that there is a bright future ahead if we do it well."

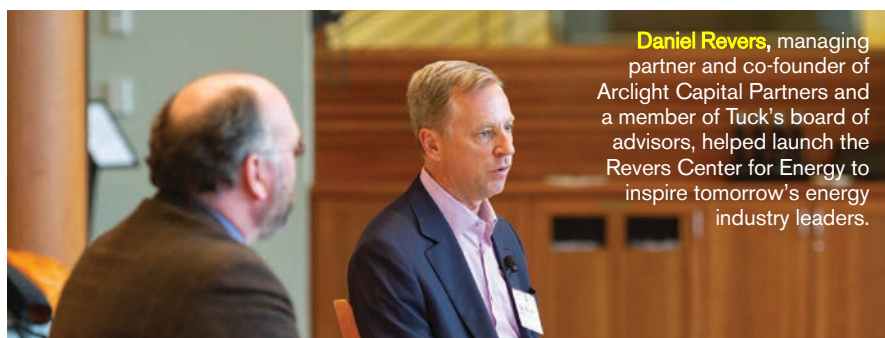
In addition to daily courses, the NEFI Energy Leaders Program featured three dinner sessions, two of which were held at offsite locations. The closing dinner at Simon Pearce Restaurant in Quechee, Vermont included a talk from Sarah Irving, executive vice president and chief brand officer of Irving Energy, who shared invaluable lessons on leadership from the long and storied history of her family business. Several other members of Irving's senior leadership team were also on hand, as was Sarah's father, Arthur Irving, founder of The Arthur L. Irving Institute for Energy and Society at Dartmouth.

After a week of heavy coursework and inspiring interactions, industry professionals emerged from the NEFI Energy Leaders Program with new insights, connections and strategies for success.

All participants were asked to submit reviews of the program at its completion,



Sarah Irving, executive vice president and chief brand officer of Irving Energy, shared the story of her family business, during the NEFI Energy Leaders Program closing dinner at Simon Pearce Restaurant.




Daniel Revers, managing partner and co-founder of Arclight Capital Partners and a member of Tuck's board of advisors, helped launch the Revers Center for Energy to inspire tomorrow's energy industry leaders.

and the collective response was both unanimously enthusiastic and overwhelmingly positive.

"I found the Energy Leaders Program to be really enlightening and enjoyable, and as an executive I definitely got my money's worth," said David Singer, CEO of Robison Oil in Elmsford, NY. "The theme of the week focused on business strategy, anticipating disruptions in the market," he continued. "Our industry is subject to a number of variables that can make it very difficult to operate — the regulatory environment, the continued assault on our product and the volatile cost of goods. Approaching these issues in an intellectually strategic way offered a great opportunity for energy executives to think about the broader picture, take ourselves out of the day-to-day operations and look at the industry with a wider lens and long-term perspective."

Aziz agreed. "We all brought back ideas that we were able to implement immediately in terms of long-term strategy and short-term technical operations," he said. "We sent two members of our company, and my only regret is that we didn't send three."

NEFI leaders celebrated the gender diversity, age diversity, and geographic diversity of the program, which attracted participants not only from the Northeast, but also outlying oilheat states such as Ohio and Maryland; and not only fuel retailers, but also wholesalers and manufacturers. "That diversity allowed for great collaboration," said Jim Townsend, CEO of Townsend Energy in Danvers, Massachusetts. "This was a very rigorous program, running every day from 8:30 a.m. into the late evening hours, yet even when we had some downtime, our conversations came back to the program, what we were learning and how we could execute these ideas and strategies in our businesses. In my experience, that is very unique."

Townsend went on to thank Sarah Irving for helping to connect leaders from NEFI, Dartmouth and Tuck. "The professors and faculty all seemed very impressed with the participants' depth of inquisitiveness and the willingness of our industry to collectively adapt," Townsend said. "We are already working with Tuck to develop content for next year's curriculum," he added. 

How NEFI Advanced Our Education



Brookes Townsend, Director of Sales and Marketing, Townsend Energy

“ The Dartmouth Executive Program was life changing. The educational piece was fantastic and the professors at Dartmouth, and more specifically Tuck, are best in class. Just as important as the educational component was the opportunity to network with high quality individuals in the industry. I have stayed in touch with several and have leaned on them to help expedite my learning curve. The lesson on the wide lens theory is something I think about daily – looking at the whole picture and asking, ‘What Else, Who Else, and How Can They Be Aligned?’ ”

David Singer, Chief Executive Officer, Robison Oil

“ I found the Energy Leaders Program to be enlightening and enjoyable. As an industry leader I definitely got my money’s worth. The theme of the week focused on developing business strategies for anticipating disruptions in the market. The program had us approach our issues in an intellectually strategic way and gave us the opportunity to think about the broader picture of the market, take ourselves out of the day-to-day operations and look at the industry with a wider lens and long-term perspective. ”



Jim Townsend, Chief Executive Officer, Townsend Energy

“ What we learned from the standpoint of leadership, disruption, innovation, strategic communications ... it was transformational. It is a great opportunity for owners, young owners and aspiring senior management to look at your business and your challenges differently. To recognize, adapt and respond to change. The NEFI Tuck Leaders Program was both rigorous and dynamic, yet even when we had some downtime, our conversations came back to the program, what we were learning and how we could execute these ideas and strategies in our businesses. In my experience, that is very unique. Two things, specifically, resonated. One is the stunning pace of change going on around us, and what the next 2 or 5 years will look like. The other is the importance of leadership and the techniques which allowed me to implement some of these strategies immediately. ”



Scott E. MacFarlane, Vice President, MacFarlane Energy

“ Regardless of how satisfied you are with your current business operations, the program forces you to take a step back and look at your business in a new light. Reviewing case studies from both successful and unsuccessful companies, we then applied them to our industry’s current challenges. At MacFarlane, we are using many of these strategies to cultivate future leadership from within and mentoring staff for growth on all levels. ”



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