FARM BUSINESS MANAGEMENT PROGRAM GUIDELINES, SUGGESTIONS AND RESOURCES

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CORNELL UNIVERSITY, ITHACA, NEW YORK
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FARM BUSINESS MANAGEMENT PROGRAM GUIDELINES,
SUGGESTIONS, AND RESOURCES

Introduction

Information contained in this bulletin will be useful to cooperative extension agents in planning farm management programs and activities. One specific use is to report Department of Agricultural Economics program offerings and available resources to agents attending the annual program development workshops held in September 1983.

Faculty, staff, and students at Cornell may also find that this is a useful reference. Farm management program guidelines and suggestions can be used to help describe a viable farm management program. Lists of program offerings, training schools, and farm management faculty provide a valuable summary of the time and resources the farm management staff contribute to extension programs.

Contents

Page

2 Extension Farm Business Management and Marketing Program Guidelines

3 1983-84 Farm Management Program Activity Suggestions

4 Regional and Statewide Seminars for Farmers and Agribusiness

5 1983-84 Schedule of Planned Educational Opportunities for Business Management Agents

6 Farm Business Management and Marketing Faculty and Staff with Extension Responsibilities

8 Farm Business Summary Projects - Department of Agricultural Economics - Staff Help for 1983-84
EXTENSION FARM BUSINESS MANAGEMENT AND MARKETING PROGRAM GUIDELINES

A. Plan and develop a strong program.

1. A program that is well defined to meet needs of various audiences.
2. A program that is progressive and has a three to five year time span.
3. A program with substance that meets current as well as long term needs.
4. A program well integrated with other agents and agribusiness.

B. Conduct a well balanced program. Find the right combination of traditional programs, special activities, and newly conceived programs to meet the desired objectives.

1. Traditional on-going "bread and butter" programs.
   a. Farm business records summary.
   b. Counseling with individual farm families.
   c. Farm business planning and decision making.
   d. Farm management newsletters and columns.
   e. Farm taxmanship and estate planning.
   f. Economic situation and outlook.

2. Special activities that usually involve college resources and are not repeated each year.
   a. Estate and retirement planning schools.
   b. Major capital investment workshops.
   c. Farm business partnership meetings.
   d. Milk marketing schools.
   e. Crop marketing workshops and meetings.
   f. Other sequential schools (see next page).
   g. Regional meetings for accountants, lawyers, bankers, and farm realtors.

3. Local programs initiated to meet the needs of a specific audience, to address a specific problem or to capitalize on a new opportunity.
   a. Seminars for managers or large farms, small farms, farms with unique problems, farms with unique opportunities.
   b. Program for limited resource farmers.
   c. Programs for beginning farmers, seminar for senior farmers, series of schools for farm spouses, or schools for career farm workers (employees).
   d. Farm management tours, farm management walks, whole farm study for Agribusiness.
   e. Applied research projects, e.g., survey of labor management practices, partnership agreements, custom rates, land rental rates.
   f. Management seminars for bulk milk haulers.
   g. Basics of on farm computer utilization.

C. Involve the local people in planning, developing, and evaluating the program.
1983-84 FARM MANAGEMENT PROGRAM ACTIVITY SUGGESTIONS

Schools and Workshops for Farmers

The activities listed in the following table are sequential schools and workshops planned for farmers and agribusiness people working directly with farmers. Most of the programs have been developed by College and field staff working together. They are available to counties on a request basis with priority given to regional and well planned county programs. Agent and specialist participating is encouraged.

**Farm Management Schools and Workshops for Farmers, 1983-84**

<table>
<thead>
<tr>
<th>Title</th>
<th>Sessions</th>
<th>Contact Person(s)</th>
<th>(Support Staff)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing the Dairy Farm During The Cost-Price Squeeze</td>
<td>2</td>
<td>George Casler</td>
<td>(Farm Management Faculty)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Stuart Smith</td>
<td></td>
</tr>
<tr>
<td>Using CAMIS in Farm Decision Making</td>
<td>1</td>
<td>Austin Lowry</td>
<td></td>
</tr>
<tr>
<td>Farm Business Arrangements</td>
<td>1 or 2</td>
<td>Stuart Smith or Loren Tauer</td>
<td></td>
</tr>
<tr>
<td>Least Cost Balanced Dairy Rations</td>
<td>2 or 3</td>
<td>Bob Milligan</td>
<td>(Larry Chase Wayne Knoblauch Charles Sniffen)</td>
</tr>
<tr>
<td>Profitable Combination of Cash Crop Enterprises</td>
<td>3</td>
<td>Bill Lazarus</td>
<td>(Wayne Knoblauch Bob Milligan)</td>
</tr>
<tr>
<td>Available:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estate and Retirement Planning</td>
<td>1 or 2</td>
<td>Loren Tauer</td>
<td>(Stuart Smith)</td>
</tr>
<tr>
<td>Major Capital Investment for Dairy Herd Expansion</td>
<td>4</td>
<td>Eddy LaDue or George Casler</td>
<td></td>
</tr>
<tr>
<td>Tentative:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C.P. Squeeze Revisited or Advanced Dairy Management and Survival Techniques</td>
<td>1 or 2</td>
<td>Farm Management Faculty</td>
<td></td>
</tr>
</tbody>
</table>
Regional and Statewide Seminars for Farmers and Agribusiness

The following seminars are planned and conducted by Cornell faculty and staff unless indicated differently.

**Primarily for Farmers:**

Personnel Management for Large Farm Businesses – contact R.B. How
Farm Family Estate Planning – January – L. Tauer
Cornell Dairy Days – January 10-11, R. David Smith, Animal Science

**Primarily for Agribusiness:**

Regional Farm Tax Schools; Southwestern New York, Batavia, Keuka, Syracuse, Albany, Oneonta, Canton, Kingston, Owego, contact S.F. Smith
Economic Situation and Outlook Conference, December 20, R.B. How
Regional Business Organization and Estate Planning Seminars for Attorneys and Accountants, June-August, contact J. Bugliari
Bankers School of Agriculture (Cornell), July – contact G.J. Conneman
Graduate Agricultural Bankers Seminar (Cornell) and Regional Key Bankers Meetings, contact E.L. LaDue
Business Management School for Agribusiness Executives – Cornell, contact R. Aplin
Training Schools for Farm Credit, FmHA, Agway, and other Farm Consultants (initiated by Agribusiness group)

**Suggested Topics for Locally Planned Meetings and Activities**

**For Farmers:**

Farm Accounting Schools, Cash Flow Planning Workshop, Using Farm Records in Decision Making, Forward Planning, Feeding the Dairy Herd Economically, Farm Business Analysis for Summary Participants and Other Groups

Grain Marketing Seminar, Money Management Seminar, Farm Insurance Seminar, Labor Regulations, Labor Management, Farm Estate and/or Retirement Planning, Farm Tax Management and/or Income Tax Reporting

Farm Credit and Financial Meeting, Managing Debt Capital, Farm Partnerships and/or Corporations, Farm Leasing Arrangements, Renting Farm Property, Legal Considerations for Farm Owners and Operators

Dairy Economic Situation and Outlook, Cash and Grain Crop Situation and Outlook

**For Agribusiness:**

Region Tour for Bankers, Agribusiness Associates or Seminars, Farm Unit Study Program for Consultants, Agricultural Situation and Outlook Meeting
1983-84 SCHEDULE OF PLANNED EDUCATIONAL OPPORTUNITIES
FOR BUSINESS MANAGEMENT AGENTS

September 19-22  Orientation and Unit A of Early Inservice Training for
                New Agricultural Agents and Specialists - Cornell

September 27-28  Coordinated Financial Statements Training School - Cornell

November 7-10    Production Agricultural Training School

November 15 - December 9  Regional Farm Tax Schools: Nine five hour schools

December 13 and 14 Economic Training School - Warren Hall, Cornell

January 10-11    Cornell Dairy Days - Morrison

January 10-13    Extension Conference - Grossingers

January          Farm Estate Planning Seminar - Warren Hall, Cornell

March            Indepth Study Week - Cornell

March            Unit B of Early Inservice Training - Cornell

May              Mid-Year Dairy Situation and Outlook Conference - Syracuse

June             Cornell Dairy Tour

July             Unit C of Early Inservice Education for First Year Agents -
                 one week - Cornell

July             Firm Unit Study (Unit D) for Second Year Agents - one
                 week - Cornell
<table>
<thead>
<tr>
<th>Name</th>
<th>Program Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brian How</td>
<td>Department Extension Leader, management of vegetable farms and enterprises, vegetable marketing and processing, and direct marketing program.</td>
</tr>
<tr>
<td>Bruce Anderson</td>
<td>Cooperative marketing, financing, and training of directors and management.</td>
</tr>
<tr>
<td>Bob Boynton</td>
<td>Milk marketing.</td>
</tr>
<tr>
<td>John Brake</td>
<td>W.I. Myers Professor of Agricultural Finance.</td>
</tr>
<tr>
<td>Joe Bugliari</td>
<td>Agricultural law, estate planning, and business taxes.</td>
</tr>
<tr>
<td>George Casler</td>
<td>Capital investment, analysis, risk and uncertainty, feed and grain situation and outlook, farm taxmanship, farm energy management.</td>
</tr>
<tr>
<td>George Conneman</td>
<td>Director of Instruction, farm business management.</td>
</tr>
<tr>
<td>Dale Grossman</td>
<td>Agricultural law, estate planning, and business taxes.</td>
</tr>
<tr>
<td>Wayne Knoblauch</td>
<td>Dairy farm enterprise budgeting and analysis, computerized farm management decision aids, crop and livestock production economics, dairy systems, census interpretation and use.</td>
</tr>
<tr>
<td>Eddy LaDue</td>
<td>Agricultural credit and farm finance, computerized farm management decision aids, business insurance, farm growth and investment analysis.</td>
</tr>
<tr>
<td>Bill Lazarus</td>
<td>Dairy farm management, field crop economics, integrated pest management, choice of enterprises and inputs, financial management and computer applications in farm decision making.</td>
</tr>
<tr>
<td>Bill Lesser</td>
<td>Marketing (dairy livestock and commodities marketing).</td>
</tr>
<tr>
<td>Austin Lowry</td>
<td>CAMIS general monthly accounting program maintenance and operation, promotion, training, and materials.</td>
</tr>
<tr>
<td>Bob Milligan</td>
<td>Production and marketing of milk and dairy products, economical dairy cattle feeding, computerized farm management decision aids, cash flow budgeting, dairy farm enterprise analysis.</td>
</tr>
<tr>
<td>Andy Novakovic</td>
<td>Milk marketing (primarily research).</td>
</tr>
</tbody>
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### Farm Business Management and Marketing Faculty and Staff

**With Extension Responsibilities**

<table>
<thead>
<tr>
<th>Name</th>
<th>Program Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stuart Smith</td>
<td>Farm business summaries, farm taxmanship, budgeting, business arrangements, inservice agent training, dairy and livestock economics, Ag Update.</td>
</tr>
<tr>
<td>Darwin Snyder</td>
<td>Farm enterprise (cost) accounts; estimating costs and returns from livestock and crop enterprises.</td>
</tr>
<tr>
<td>Bud Stanton</td>
<td>Farm management and agricultural policy, evaluating new technologies, interpreting experimental results, land use, economic development and food policy.</td>
</tr>
<tr>
<td>Loren Tauer</td>
<td>Retirement and estate planning, farm taxmanship, business arrangements, farm business summaries.</td>
</tr>
<tr>
<td>Walt Wasserman</td>
<td>State and regional milk marketing program coordination, training, and materials.</td>
</tr>
<tr>
<td>Jerry White</td>
<td>Business management and production economics for fruit, vegetable, floriculture, and ornamental horticulture businesses. Specific programs include capital investment analysis for orchard, vineyard and greenhouse investments, financial management, and fruit farm business summaries.</td>
</tr>
</tbody>
</table>

### Other Agricultural Economics Faculty and Staff Resources

Below is a schedule of the Agricultural Economics staff and the counties they will be working with on farm business management project summaries for 1983-84. Again this year we are planning on group summaries (including several counties) as shown below.

Wayne Knoblauch:
- Western Plain: Genesee, Monroe, Niagara, Orleans, Livingston, Erie, Wyoming
- Central Plain: Ontario, Seneca, Wayne, Yates
- Mid New York: Cortland, Cayuga, Madison, Onondaga, Oswego

Eddy LaDue:
- Oneida-Mowhawk: Oneida, Fulton, Montgomery, Schoharia, Herkimer

Bill Lazarus:
- Northern New York: Clinton, Franklin, Essex, St. Lawrence, Jefferson, Lewis

Austin Lowry:
- New York State Poultry: any county

Stuart Smith:
- Eastern Plateau: Broome, Chemung, Chenango, Delaware, Otsego, Schuyler, Tioga, Tompkins
- Southeastern New York: Orange, Sullivan, Ulster
- Hudson Valley, South: Columbia, Dutchess
- New York State Beef Farms: any county
- New York State Hog Farms: any county

Loren Tauer:
- Western Plateau: Allegany, Cattaraugus, Chautauqua, Steuben

Jerry White:
- Great Lakes Grape Farms: Chautauqua, Erie
- Finger Lakes Grape Farms: Ontario, Schuyler, Seneca, Steuben, Yates
- Lake Ontario Fruit Farms: Niagara, Orleans, Monroe, Wayne