FARM BUSINESS MANAGEMENT PROGRAM GUIDELINES, SUGGESTIONS, AND RESOURCES

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FARM BUSINESS MANAGEMENT PROGRAM GUIDELINES, SUGGESTIONS, AND RESOURCES

Introduction

The information and ideas contained in this bulletin are useful to Cooperative Extension agents in planning their farm management programs and activities. This publication reports Department of Agricultural Economics program offerings and available resources to agents attending the annual program development workshop held in September 1987. It contains farm business management and marketing program guidelines and suggested areas of emphasis for 1987-88.

Faculty, staff, and students at Cornell will also find that this is a useful reference. Lists of program offerings, training schools, and farm management faculty provide a valuable summary of the time and resources farm management staff contribute to extension programs.

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

8 Farm Business Summary Projects - Department of Agricultural Economics - Staff Help For 1987-88
A. **Plan and develop a strong program.**

1. A program that is well defined to meet the 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 programs.

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 summary and analysis.
   b. Counselling 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 of 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. Basic of on-farm computer utilization.

C. **Involve the local people in planning, developing, and evaluating the program.**
<table>
<thead>
<tr>
<th>Time Allocation</th>
<th>Area of Emphasis</th>
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| 15-20%         | **FARM BUSINESS SUMMARIES**  
Goal: Each agent/specialist should have 20-25 cooperators in a farm business summary project.  
Recruit cooperators, collect data, conduct summary meetings, write articles using county and regional data. Counsel with farmers on interpretation and use of their data for decision making. |
| 15-20%         | **MANAGEMENT AND DECISION-MAKING**  
Goal: To improve the tactical and strategic decisions made by farm managers.  
Disseminate information and counsel with farm families to increase their understanding of the premier importance of management and improve their management and decision-making skills. |
| 10-15%         | **NEW PRODUCTION MANAGEMENT STRATEGIES AND TECHNOLOGIES**  
Goal: To obtain understanding of two new production technologies/practices each year and be able to perform an economic analysis of its profitability on individual farms.  
Attend training sessions and research the new technologies including on-farm observations. New practices include: Computerized Feeders, Tillage Systems, On-Farm Computer Systems, and Biotechnology. Conduct joint educational programs with appropriate production agents. |
| 10-15%         | **BUSINESS ORGANIZATION, ESTATE PLANNING, AND TAXATION**  
Goal: Provide the best information possible to farmers, attorneys, and tax practitioners on the above subjects.  
Conduct meetings, write articles, and counsel with farmers. |
| 10-15%         | **FARM FINANCIAL MANAGEMENT**  
Goal: Provide information to farmers and other concerned individuals on financial management and its implications to farmers and families and their alternatives.  
Disseminate information and counsel with farm families on financial planning and management. |
| 10-25%         | **SPECIAL INTENSIVE FARM MANAGEMENT PROGRAMS**  
Goal: Improve business and production management skills of individual farmers.  
The Dairy Farm Management Audit Program and Farming Alternatives program are examples. Farm management clubs and groups organized to receive intensive management training also qualify. |
| 10%            | **OTHER TOPICS**  
Milk marketing, land use and taxation, agricultural policy, situation and outlook, and other topics as the local, state, and national situations dictate. |
1987-88 FARM BUSINESS MANAGEMENT PROGRAM ACTIVITY SUGGESTIONS

Intensive Programs, Meetings, and Materials For Farmers

The following programs and meeting topics are designed for farm audiences enrolled in regional and well planned county programs. Cornell faculty are available to help with a limited number of programs. Agent and specialist participation is encouraged in all cases and required for some.

Improving Farm Management Skills including:
1. Dairy Farm Audit Intensive Farm Management Program - Maloney/Milligan
2. Taking Control of Your Farm Business - Bob Milligan
4. Management Skills Workshop (one day for farm managers) - Milligan/Maloney

Using the Dairy Farm Business summary in Management - Farm Management Faculty
Cash Flow Analysis and Planning (tentative) - E. LaDue and others
Using Microcomputers in Herd, Crop, and Business Management - W. Lazarus
Profitability and Financial Feasibility of Major Capital Investments, Using NEWPLAN Program 50 - G. Casler, E. LaDue, and others
Farm Machinery Economics, Including Replacement and Purchase vs. Lease Decisions - W. Knoblauch

Farm Personnel Management Letter Series - T. Maloney
Transferring the Farm Business to the Next Generation - to include Basic Differences and Considerations of Farm Business Arrangements and Estate Planning - S. Smith

The ELFAC Recordkeeping System, Understanding the Program and Using the Records to Improve Management Decisions - S. Smith

Evaluating Farming Alternatives, Management and Marketing Considerations - N. Grudens-Schuck and W. Knoblauch

Regional and Statewide Seminars For Farmers and Agribusiness

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

Primarily For Farmers:
Farm Family Estate Planning, January (tentative) - L. Tauer

Primarily For Agribusiness:
Indepth Farm Income Tax Workshop, December 16 & 17 - G. Casler and S. Smith
Regional Farm Tax Schools; Ellicottville, Batavia, Syracuse, Canton, Oneonta, Canandaigua, Owego, Kingston, and Albany - S. Smith
Agribusiness Economic Situation and Outlook Conference, December 22 - R. Milligan
Bankers School of Agriculture and Bankers Seminar (Cornell), July - G. Connneman and E. LaDue
Farming Alternatives Statewide Conference, March - J. Green and W. Knoblauch
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>February 19</td>
<td>Unit A of Early Inservice Training For New Agricultural Agents and Specialists - Cornell</td>
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<tr>
<td>September 15</td>
<td>Farm Management Skills Inservice - Cornell</td>
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<tr>
<td>September 16</td>
<td>Dairy Farm Audit Inservice - Cornell</td>
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<tr>
<td>October 19 &amp; 20</td>
<td>Dairy Farm Business Summary Workshop - Cornell</td>
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<tr>
<td>November 4-6</td>
<td>Northeast Farm Management Workshop For Agents With Limited Farm Management Background - Keene, New Hampshire</td>
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<td>November 9-12</td>
<td>Production Agriculture Training School - Cornell</td>
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<td>November 18 - December 9</td>
<td>Regional Farm Tax Schools: nine, five to six hour schools</td>
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<tr>
<td>December 14 &amp; 15</td>
<td>Economic Training School and Outlook Conference - Warren Hall, Cornell</td>
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<tr>
<td>December 16 &amp; 17</td>
<td>Indepth Farm Income Tax Workshop - Syracuse, New York</td>
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<tr>
<td>January</td>
<td>Computer Applications in Farm Business Management Training School (tentative)</td>
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<td>April</td>
<td>Indepth Study Week - Cornell</td>
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<tr>
<td>May</td>
<td>Mid-Year Dairy Situation and Outlook Conference - Syracuse</td>
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<td>June</td>
<td>Cornell Dairy Tour</td>
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<tr>
<td>July</td>
<td>Unit B of Early Inservice Education For First Year Agents - one week - Cornell</td>
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<tr>
<td>July</td>
<td>Farm Unit Study For Second Year Agents - one week - Cornell</td>
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<tr>
<td>Name</td>
<td>Program Area</td>
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<tr>
<td>Robert Kalter</td>
<td>Department Chairman, biotechnology and resource economics.</td>
</tr>
<tr>
<td>Bob Milligan</td>
<td>Department Extension Leader, economics of new technologies and management practices, economical dairy cattle feeding, farm management skills.</td>
</tr>
<tr>
<td>Bruce Anderson</td>
<td>Cooperative marketing, financing, and training of directors and management.</td>
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<tr>
<td>Nelson Bills</td>
<td>Rural land use and public policy.</td>
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<tr>
<td>John Brake</td>
<td>W.I. Myers Professor of Agricultural Finance, New York FarmNet, Farming Alternatives.</td>
</tr>
<tr>
<td>Joe Bugliari</td>
<td>Agricultural law, estate planning, and business taxes (on leave July 1, 1987 - June 30, 1988)</td>
</tr>
<tr>
<td>George Casler</td>
<td>Capital investment, analysis, risk and uncertainty, feed and grain situation and outlook, farm taxmanship, farm management.</td>
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<tr>
<td>Enrique Figueroa</td>
<td>Marketing nondairy products.</td>
</tr>
<tr>
<td>Olga Forker</td>
<td>Agricultural marketing and prices, generic milk promotion, economics of biotechnology.</td>
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<tr>
<td>Ken Gardner</td>
<td>Land use, agricultural districts.</td>
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<tr>
<td>Judy Green</td>
<td>Farming Alternatives Project.</td>
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<tr>
<td>Dale Grossman</td>
<td>Agricultural law, estate planning, and business taxes.</td>
</tr>
<tr>
<td>Nancy Grudens-Schuck</td>
<td>Farming Alternatives Project.</td>
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<tr>
<td>Brian Henahan</td>
<td>Agricultural cooperatives (extension associate).</td>
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<tr>
<td>Harry Kaiser</td>
<td>Milk marketing.</td>
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<tr>
<td>Wayne Knoblauch</td>
<td>Crop and livestock production economics, machinery economics, computer use in farm management, farming alternatives, and census interpretation and use.</td>
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<tr>
<td>Eddy LaDue</td>
<td>Agricultural credit and farm finance, computerized farm management decision aids, farm growth and investment analysis.</td>
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<tr>
<td>Bill Lazarus</td>
<td>Dairy farm management, field crop economics, choice of enterprises and inputs, and computer applications in farm decision-making.</td>
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<tr>
<td>Bill Lesser</td>
<td>Marketing - dairy livestock and commodities.</td>
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<tr>
<td>Tom Maloney</td>
<td>Dairy Farm Audit Program/Farm Personnel Management (100% Farm Personnel Management after March 1988).</td>
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<tr>
<td>Andy Novakovic</td>
<td>Agricultural marketing and policy.</td>
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<tr>
<td>Linda Putnam</td>
<td>Farm business summaries, computerized farm management decision aids.</td>
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<tr>
<td>Stuart Smith</td>
<td>Farm business summaries, farm taxmanship, budgeting, business arrangements, inservice agent training, ELFAC, Ag Update.</td>
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<tr>
<td>Darwin Snyder</td>
<td>Farm management; enterprise costs and returns, surveys.</td>
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</tbody>
</table>
Bud Stanton  Farm management and agricultural policy, evaluating new technologies, interpreting experimental results, land use, economic development and food policy.

Loren Tauer  Farm financial management including business organization.

Walt Wasserman  State and regional milk marketing program coordination, training, and materials.

Jerry White  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 evaluating new technology and firm marketing alternatives.

Other Agricultural Economics Faculty and Staff Resources

David Allee  Resource economics; water, local government.

Dick Aplin  Agribusiness management; dairy processing and distribution (on leave July 1, 1987 - December 31, 1987).

Randy Barker  International agricultural development.

Art Bratton  Emeritus Professor of farm business management.

Duane Chapman  Energy demand, public utilities, and environmental impact.

George Conneman  Director of Instruction, farm business management.

Jon Conrad  Marine economics and business management.

Carol Delaney  FarmNet resource materials.

George (Bud) Hayward  Food industry management, home study program.

David Lee  Interregional trade and competition affecting New York and Northeast agricultural, transportation and ag policy.

Ed McLaughlin  Food marketing.

Bob Nolan  Food industry management, home study program.

Christine Ranney  Rural resource development and public policy.

Karen Wagner  FarmNet office supervisor.

Duane Wilcox  Local government.
FARM BUSINESS SUMMARY PROJECTS
Department of Agricultural Economics
Staff Help For 1987-88

Below is a schedule of the Agricultural Economics staff and the counties they will be working with on farm business management project summaries for 1987-88. Again this year we are planning on group summaries (including several counties) as shown below.

Wayne Knoblauch
Mid New York Castland, Cayuga, Madison, Onondaga, Oswego

Eddy LaDue
Oneida-Mohawk Oneida, Fulton, Montgomery, Schoharie, Herkimer

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

Bob Milligan
Central Plain Ontario, Seneca, Wayne, Yates

Eastern Plateau Broome, Chemung, Chenango, Delaware, Otsego, Schuyler, Tioga, Tompkins

Stuart Smith
Hudson Valley, North Albany, Greene, Rensselaer, Saratoga, Schenectady, Washington

Southeastern New York Columbia, Dutchess, Orange, Sullivan, Ulster

Western Plain Genesee, Monroe, Niagara, Orleans, Livingston, Erie, Wyoming

New York State Beef Farms any county

George Gasler
Western Plateau Allegany, Cattaraugus, Chautauqua, Steuben

Jerry White
Lake Ontario Fruit Farms Niagara, Orleans, Monroe, Wayne