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**FARM BUSINESS MANAGEMENT PROGRAM GUIDELINES,  
SUGGESTIONS, AND RESOURCES**

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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 1986.

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.

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## 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.

Suggested Major Program Areas of Emphasis For 1986-87  
For Farm Business Management Agents/Specialists

Time Allocation	Area of Emphasis
20-25%	<p>FARM BUSINESS SUMMARIES</p> <p>Goal: Each agent/specialist should have 20-25 cooperators in a farm business summary project.</p> <p>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.</p>
20-25%	<p>NEW PRODUCTION MANAGEMENT STRATEGIES AND TECHNOLOGIES</p> <p>Goal: Each agent/specialist should obtain understanding of two new production technologies/practices each year and be able to perform an economic analysis of its profitability on individual farms.</p> <p>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 meetings, tours, write articles, and counsel with farmers.</p>
10-15%	<p>BUSINESS ORGANIZATION, ESTATE PLANNING, AND TAXATION</p> <p>Goal: Provide the best information possible to farmers, attorneys, and tax practitioners on the above subjects.</p> <p>Conduct meetings, write articles, and counsel with farmers.</p>
10-15%	<p>FARM FINANCIAL STRESS AND EXITING FROM FARMING</p> <p>Goal: Provide information to farmers and other concerned individuals on financial stress and its implications to farmers and families and their alternatives.</p> <p>Disseminate information and counsel with farm families in financial stress, those who are considering exiting farming or have left farming.</p>
15-25%	<p>SPECIAL INTENSIVE FARM MANAGEMENT PROGRAMS</p> <p>Goal: Improve business and production management skills of individual farmers. The Dairy Farm Management Audit Program is an example. Farm management clubs and groups organized to receive intensive management training qualify.</p>
10%	<p>OTHER TOPICS</p> <p>Milk marketing, land use and taxation, agricultural policy, situation and outlook, and other topics as the local, state, and national situations dictate.</p>

## 1986-87 FARM BUSINESS PROGRAM ACTIVITY SUGGESTIONS

Intensive Programs, Meetings, and Workshops 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.

Using The Dairy Farm Business Summary as a Management Tool - Farm Management Faculty with FBS Responsibilities

Dairy Farm Management Audit - Bob Milligan

Cash Flow Analysis and Planning (tentative) - Farm Management Faculty

Improving Farm Management Information Systems, (using microcomputers in herd, crop, and business management) - Bill Lazarus

Profitability and Financial Feasibility of Major Capital Investments, Using NEWPLAN Program 50 - George Casler, Eddy LaDue, & others

Farm Machinery Economics, (if interest merits continuation) - Wayne Knoblauch

Considerations and Guidelines For Planning The Sale or Transfer of Farm Business Property - Stuart Smith

Farm Business Arrangements - Basic Differences and Considerations - Stuart Smith

The ELFAC Record Keeping System; understanding the program, using the records to improve management decisions - Stuart Smith

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:

Advanced Farm Income Tax Workshop, December - G.L. Casler

Regional Farm Tax Schools; Keuka, Ellicottville, Batavia, Syracuse, Oneonta, Albany, Kingston, Owego, and Canton - S.F. Smith

Agribusiness Economic Situation and Outlook Conference, December 16 - R.A. Milligan

Bankers School of Agriculture and Bankers Seminar (Cornell), July - G.J. Conneman & E.L. LaDue

1986-87 SCHEDULE OF PLANNED EDUCATIONAL OPPORTUNITIES  
FOR BUSINESS MANAGEMENT AGENTS

September 15-19	Unit A of Early Inservice Training For New Agricultural Agents and Specialists - Cornell
September 22-23	Tax Problems Associated with Financial Distress and Bankruptcy - Holiday Inn, Auburn
September 24	Northeast Regional Training School on Dairy Supply Management Programs - Syracuse
October	Computer Applications in Farm Business Management Training School (tentative)
November 10-13	Production Agriculture Training School - Cornell
November 10	Evening meeting of Dairy Farm Audit Agents - Cornell
November 18 - December 15	Regional Farm Tax Schools: Nine, five-hour schools
December 8 & 9 noon to 11 am	Dairy Farm Audit Inservice #2 (tentative)
December 9 & 10	Economic Training School and Outlook Conference - Warren Hall, Cornell
December	In-depth Farm Income Tax Workshop - Central New York
March	Unit B of Early Inservice Training - Cornell
April	Indepth Study Week - 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

Farm Business Management and Marketing Faculty and Staff  
With Extension Responsibilities

<u>Name</u>	<u>Program Area</u>
Robert Kalter	Department Chairman, resource economics and biotechnology.
Bob Milligan	Department Extension Leader, economics of new technologies and management practices, economical dairy cattle feeding, computerized farm management decision aids.
Bruce Anderson	Cooperative marketing, financing, and training of directors and management.
Nelson Bills	Rural land use and public policy.
John Brake	W.I. Meyers Professor of Agricultural Finance, NY FarmNet.
Joe Bugliari	Agricultural law, estate planning, and business taxes.
George Casler	Capital investment, analysis, risk and uncertainty, feed and grain situation and outlook, farm taxmanship, farm management.
George Conneman	Director of Instruction, farm business management.
Enrique Figueroa	Marketing non-dairy products.
Olan Forker	Agricultural marketing and prices, generic milk promotion, economics of biotechnology.
Ken Gardner	Land use, agricultural districts.
Dale Grossman	Agricultural law, estate planning, and business taxes.
Brian Henehan	Agricultural cooperatives (extension associate)
Harry Kaiser	Milk marketing.
Wayne Knoblauch	Crop and livestock production economics, computer use in farm management, and census interpretation and use.
Eddy LaDue	Agricultural credit and farm finance, computerized farm management decision aids, business insurance, farm growth and investment analysis.
Bill Lazarus	Dairy farm management, field crop economics, integrated pest management, choice of enterprises and inputs, financial management and computer applications in farm decision making.
Bill Lesser	Marketing (dairy livestock and commodities marketing).
Tom Maloney	Dairy farm audit program.
Andy Novakovic	Agricultural marketing and policy (on leave until 7/31/87).



Farm Business Management and Marketing Faculty and Staff  
With Extension Responsibilities

<u>Name</u>	<u>Program Area</u>
Linda Putnam	Farm business summaries, computerized farm management decision aids.
Stuart Smith	Farm business summaries, farm taxmanship, budgeting, business arrangements, inservice agent training, ELFAC, Ag Update.
Darwin Snyder	Farm management; enterprise costs and returns, surveys.
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 fruit farm business summaries (on leave 1/15/87 - 7/15/87).

Other Agricultural Economics Faculty and Staff Resources (10 percent or more extension)

David Allee	Resource economics; water, local government.
Dick Aplin	Agribusiness management; dairy processing and distribution.
Randy Barker	International agricultural development.
Art Bratton	Emeritus Professor of farm business management.
Duane Chapman	Energy demand, public utilities, and environmental impact.
Jon Conrad	Marine economics and business management.
Judy Green	Farm Alternatives Project.
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.
Ken Robinson	Agricultural policy and economic outlook (retires 6/30/87).
Duane Wilcox	Local government.

FARM BUSINESS SUMMARY PROJECTS  
 Department of Agricultural Economics  
 Staff Help For 1986-87

Below is a schedule of the Agricultural Economics staff and the counties they will be working with on farm business management project summaries for 1986-87. Again this year we are planning on group summaries (including several counties) as shown below.

Wayne Knoblauch:

Mid New York                      Cortland, 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:

Southeastern New York                      Orange, Sullivan, Ulster

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

Hudson Valley, South                      Columbia, Dutchess

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

New York State  
 Beef Farms                      any county

New York State  
 Hog Farms                      any county

George Gasler:

Western Plateau                      Allegany, Cattaraugus, Chautauqua, Steuben

Jerry White:

Great Lakes Grape Farms Chautauqua, Erie

Lake Ontario Fruit  
 Farms                      Niagara, Orleans, Monroe, Wayne