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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 1984.

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.

## 1984-85 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, 1984-85

Title	Sessions	Contact Person(s)	(Support Staff)
<u>Active:</u>			
Using CAMIS in Farm Decision Making	1	<u>Austin Lowry</u>	
Farm Business Arrangements	1 or 2	<u>Stuart Smith or Loren Tauer</u>	
Least Cost Balanced Dairy Rations	2 or 3	<u>Bob Milligan</u>	(Larry Chase Wayne Knoblauch Charles Sniffen)
<u>Available:</u>			
Estate and Retirement Planning	1 or 2	<u>Loren Tauer</u>	(Stuart Smith)
Major Capital Investment Including but not Limited to Dairy Herd Expansion	4	<u>Eddy LaDue or George Casler</u>	
Profitable Combination of Cash Crop Enterprises	3	<u>Bill Lazarus</u>	(Wayne Knoblauch Bob Milligan)

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 - R.B. How  
 Farm Family Estate Planning, January - L. Tauer  
 Cornell Dairy Days, January 15-16 - R. David Smith, Animal Science  
 Large Dairy Herd Management School, February 4-6 - R.A. Milligan

Primarily for Agribusiness:

Farm Partnership Income Tax Workshop, September 27 & 28, Ithaca - S.F. Smith  
 Regional Farm Tax Schools; Keuka, Ellicottville, Batavia, Syracuse, Oneonta, Albany, Kingston, Owego, and Canton - S.F. Smith  
 Agribusiness Economic Situation and Outlook Conference, December 18 - G.B. White  
 Bankers School of Agriculture (Cornell), July - G.J. Conneman  
 Graduate Agricultural Bankers Seminar (Cornell) and Regional Key Bankers Meetings - E.L. LaDue  
 Business Management School for Agribusiness Executives (Cornell) - R. Aplin  
 Regional Business Organization and Estate Planning Seminars for Attorneys and Accountants, June-August - J. Bugliari  
 Training Schools for FmHA, Agway, and other farm consultants upon request.

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  
 Economic Situation and Outlook for New York Agricultural Products

For Agribusiness:

Regional tours and seminars for Bankers and Agribusiness Associates, Farm Study Programs for Consultants, Agricultural Situation and Outlook Meeting

1984-85 SCHEDULE OF PLANNED EDUCATIONAL OPPORTUNITIES  
FOR BUSINESS MANAGEMENT AGENTS

September 17-21	Orientation and Unit A of Early Inservice Training for New Agricultural Agents and Specialists - Cornell
September 27-28	Farm Partnership Income Tax Workshop - Holiday Inn, Ithaca
October	Training On In-County Microcomputer Processing of Dairy Farm Business Records - Cornell
November 12-15	Production Agriculture Training School
November 20 - December 14	Regional Farm Tax Schools: Nine, five hour schools
December 11 & 12	Economic Training School and Outlook Conference - Warren Hall, Cornell
January 15-16	Cornell Dairy Days - Morrison
January	Farm Estate Planning Seminar - Warren Hall, Cornell
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>
Olan Forker	Department Chairman, marketing dairy products, poultry, and eggs.
Wayne Knoblauch	Department Extension Leader, dairy farm enterprise budgeting and analysis, computerized farm management decision aids, crop and livestock production economics, dairy systems, census interpretation and use.
Bruce Anderson	Cooperative marketing, financing, and training of directors and management.
Bob Boynton	Milk marketing. (Resignation effective October 19, 1984).
John Brake	W.I. Myers Professor of Agricultural Finance.
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 energy management.
George Conneman	Director of Instruction, farm business management.
Dale Grossman	Agricultural law, estate planning, and business taxes.
Brian How	Vegetable marketing and processing, and direct marketing program, personnel management.
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).
Austin Lowry	CAMIS general monthly accounting program maintenance and operation, promotion, training, and materials.
Bob Milligan	Production and marketing of milk and dairy products, economical dairy cattle feeding, computerized farm management decision aids, cash flow budgeting, dairy farm enterprise analysis.
Andy Novakovic	Milk marketing (primarily research).

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, dairy and livestock economics, Ag Update.
Darwin Snyder	Farm enterprise (cost) accounts; estimating costs and returns from livestock and crop enterprises.
Bud Stanton	Farm management and agricultural policy, evaluating new technologies, interpreting experimental results, land use, economic development and food policy.
Loren Tauer	Retirement and estate planning, farm taxmanship, business arrangements, farm business summaries.
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.

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

David Allee	Resource economics.
Dick Aplin	Agribusiness management.
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 (on leave).
Ken Gardner	Agricultural districts and alternative farm land policy.
George (Bud) Hayward	Food industry management.
Bob Kalter	Resource economics, energy policy and economics.
David Lee	Interregional trade and competition affecting New York and Northeast agriculture, transportation, and Ag policy.
Ed McLaughlin	Food marketing.
Bob Nolan	Food industry management.
Christine Ranney	Rural resource development and public policy.
Ken Robinson	Agricultural policy and economic outlook.
Duane Wilcox	Local government.

FARM BUSINESS SUMMARY PROJECTS  
 Department of Agricultural Economics  
 Staff Help for 1984-85

Below is a schedule of the Agricultural Economics staff and the counties they will be working with on farm business management project summaries for 1984-85. 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-Mowhak	Oneida, Fulton, Montgomery, Schohaire, Herkimer
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Bill Lazarus:

Northern New York	Clinton, Franklin, Essex, St. Lawrence, Jefferson, Lewis
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Austin Lowry:

New York State Poultry	any county
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Stuart Smith:

Eastern Plateau	Broome, Chemung, Chenango, Delaware, Otsego, Schuyler, Tioga, Tompkins
Southeastern New York	Orange, Sullivan, Ulster
Hudson Valley, North	Albany, Greene, Rensselaer, Saratoga, Schenectady, Washington
Hudson Valley, South	Columbia, Dutchess
New York State Beef Farms	any county
New York State Hog Farms	any county

George Casler:

Western Plateau	Allegheny, Cattaraugus, Chautauqua, Steuben
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Jerry White:

Great Lakes Grape Farms	Chautauqua, Erie
Lake Ontario Fruit Farms	Niagara, Orleans, Monroe, Wayne