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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

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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## FARM BUSINESS MANAGEMENT AND MARKETING EXTENSION PROGRAM GUIDELINES

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.

Suggested Major Program Areas of Emphasis For 1987-88  
For Farm Business Management Agents/Specialists

Time Allocation	Area of Emphasis
15-20%	<p><b>FARM BUSINESS SUMMARIES</b></p> <p><u>Goal:</u> 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>
15-20%	<p><b>MANAGEMENT AND DECISION-MAKING</b></p> <p><u>Goal:</u> To improve the tactical and strategic decisions made by farm managers.</p> <p>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.</p>
10-15%	<p><b>NEW PRODUCTION MANAGEMENT STRATEGIES AND TECHNOLOGIES</b></p> <p><u>Goal:</u> 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.</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 joint educational programs with appropriate production agents.</p>
10-15%	<p><b>BUSINESS ORGANIZATION, ESTATE PLANNING, AND TAXATION</b></p> <p><u>Goal:</u> 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><b>FARM FINANCIAL MANAGEMENT</b></p> <p><u>Goal:</u> Provide information to farmers and other concerned individuals on financial management and its implications to farmers and families and their alternatives.</p> <p>Disseminate information and counsel with farm families on financial planning and management.</p>
10-25%	<p><b>SPECIAL INTENSIVE FARM MANAGEMENT PROGRAMS</b></p> <p><u>Goal:</u> Improve business and production management skills of individual farmers.</p> <p>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.</p>
10%	<p><b>OTHER TOPICS</b></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>

## 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
3. Managing a Transformation in Your Farm Business (emphasis on identifying and resolving financial problems, tentative).
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. Conneman and E. LaDue

Farming Alternatives Statewide Conference, March - J. Green and W. Knoblauch

1987-88 SCHEDULE OR PLANNED EDUCATIONAL OPPORTUNITIES  
FOR BUSINESS MANAGEMENT AGENTS

February 19	Unit A of Early Inservice Training For New Agricultural Agents and Specialists - Cornell
September 15	Farm Management Skills Inservice - Cornell
September 16	Dairy Farm Audit Inservice - Cornell
October 19 & 20	Dairy Farm Business Summary Workshop - Cornell
November 4-6	Northeast Farm Management Workshop For Agents With Limited Farm Management Background - Keene, New Hampshire
November 9-12	Production Agriculture Training School - Cornell
November 18 - December 9	Regional Farm Tax Schools: nine, five to six hour schools
December 14 & 15	Economic Training School and Outlook Conference - Warren Hall, Cornell
December 16 & 17	Indepth Farm Income Tax Workshop - Syracuse, New York
January	Computer Applications in Farm Business Management Training School (tentative)
April	Indepth Study Week - Cornell
May	Mid-Year Dairy Situation and Outlook Conference - Syracuse
June	Cornell Dairy Tour
July	Unit B of Early Inservice Education For First Year Agents - one week - Cornell
July	Farm Unit Study 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, biotechnology and resource economics.
Bob Milligan	Department Extension Leader, economics of new technologies and management practices, economical dairy cattle feeding, farm management skills.
Bruce Anderson	Cooperative marketing, financing, and training of directors and management.
Nelson Bills	Rural land use and public policy.
John Brake	W.I. Myers Professor of Agricultural Finance, New York FarmNet, Farming Alternatives.
Joe Bugliari	Agricultural law, estate planning, and business taxes (on leave July 1, 1987 - June 30, 1988)
George Casler	Capital investment, analysis, risk and uncertainty, feed and grain situation and outlook, farm taxmanship, farm management.
Enrique Figueroa	Marketing nondairy products.
Olan Forker	Agricultural marketing and prices, generic milk promotion, economics of biotechnology.
Ken Gardner	Land use, agricultural districts.
Judy Green	Farming Alternatives Project.
Dale Grossman	Agricultural law, estate planning, and business taxes.
Nancy Grudens-Schuck	Farming Alternatives Project.
Brian Henehan	Agricultural cooperatives (extension associate).
Harry Kaiser	Milk marketing.
Wayne Knoblauch	Crop and livestock production economics, machinery economics, computer use in farm management, farming alternatives, and census interpretation and use.
Eddy LaDue	Agricultural credit and farm finance, computerized farm management decision aids, farm growth and investment analysis.
Bill Lazarus	Dairy farm management, field crop economics, choice of enterprises and inputs, and computer applications in farm decision-making.
Bill Lesser	Marketing - dairy livestock and commodities.
Tom Maloney	Dairy Farm Audit Program/Farm Personnel Management (100% Farm Personnel Management after March 1988).
Andy Novakovic	Agricultural marketing and policy.
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 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 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

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 Casler

Western Plateau Allegany, Cattaraugus, Chautauqua, Steuben

Jerry White

Lake Ontario Fruit Farms Niagara, Orleans, Monroe, Wayne